

**LEADERSHIP AND MANAGEMENT FACTORS
PREDICTING PERFORMANCE OUTCOMES AND
ORGANISATIONAL SUSTAINABILITY IN THAI SMES:
AN EMPIRICAL INVESTIGATION**

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**A THESIS SUBMITTED IN FULFILMENT OF THE
REQUIREMENTS
FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY (PHD)**

**MACQUARIE GRADUATE SCHOOL OF
MANAGEMENT
MACQUARIE UNIVERSITY
SYDNEY, AUSTRALIA
MARCH 2015**

ABSTRACT

Identifying leadership and management factors that drive both superior performance and sustainability in firms has become an important quest for both academics and business practitioners. Scholars frequently affirm the importance of leadership for enhancing superior performance and organisational sustainability. However, empirical research in this field is currently lacking, particularly in the context of SMEs and in emerging economies.

The key purpose of this thesis is to bridge the above gaps in knowledge about predictive relationships between various leadership, management processes and performance outcomes towards organisational sustainability.

The theoretical framework is built on Avery and Bergsteiner's (2010, 2011a) Sustainable Leadership (SL) framework, which identifies a set of 23 'Honeybee' practices underpinning organisational sustainability and superior performance outcomes for organisational sustainability (SPO) in enterprises.

Validated questionnaire data were gathered from over 1,500 senior executives and employees of more than 360 small and medium-sized enterprises (SMEs) in Thailand using a cross-sectional design. Thailand was chosen as the location for the research because organisations in emerging economies often seek to raise their global competitiveness, sustainability and performance. In a translated and slightly adapted version of Avery and Bergsteiner's (2010, 2011a) Sustainable Leadership Questionnaire, multiple item scales assessed organisational leadership practices and the various SPO measures as perceived by senior executives and employees in each organisation.

The four research questions are: 1. What are the essential leadership and management factors derived from SL that underlie organisational sustainability in the context of Thai SMEs? 2. Which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability as assessed by Sustainability Performance Outcomes (SPO)? 3. To what extent do underlying leadership and management factors derived from SL contribute to performance outcomes for organisational sustainability based on SPO in Thai SMEs? 4. Are there any differences in perceptions between senior executives

(organisational leaders) and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on SPO in Thai SMEs? If any, what are the differences?

Data were analysed using several multivariate techniques, mainly exploratory factor analysis (EFA), multiple regression analysis and t-test statistic. The findings offer several insights including the following. First, this research uncovers 10 valid and reliable factor solutions that are considered essential leadership and management factors underlying organisational sustainability in the Thai SME context. Second, the thesis identifies five statistically significant factors among these leadership and management factors (i.e. valuing people/HRM, long-term perspective, empowerment, high quality and innovation) that positively predict enhanced financial performance outcomes (FPOs) and overall sustainability performance outcomes (SPOs), albeit in varying combinations and to different degrees. Third, the study reveals that senior executives and employees have different perceptions as to which of the essential leadership and management factors identified positively drive superior financial performance and organisational sustainability.

Overall, it is evident in this thesis that these five leadership and management factors are the significant key drivers of, and contributors to, enhanced financial performance, long-term corporate success and organisational sustainability, in the context of Thai SMEs.

Thus, the thesis answers the research questions it set out to investigate, thereby contributing to new knowledge. Findings and implications from the thesis make significant contributions to the existing literature for both academics and practitioners. Limitations are also acknowledged and directions for future research outlined.

STATEMENT OF CANDIDATE

This thesis is submitted in fulfillment of the requirements of the degree of PhD, in the Graduate School of Management, Macquarie University. This represents my original work and contribution, except as acknowledged by general and specific references. Any help and assistance that I have received in my research work and the preparation of the thesis itself have been appropriately acknowledged.

As part of the Cotutelle agreement between Macquarie University and Mahidol University, I certify that the work in this thesis entitled “Leadership and Management Factors Predicting Performance Outcomes and Organisational Sustainability in Thai SMEs: An Empirical Investigation” has not previously been submitted for a degree to any other university or institution other than Macquarie University and Mahidol University.

Ethics committee approval was obtained for this thesis on 19 November 2012, with reference number: 5201200798 (see Appendix A). An annual progress report was submitted for approval on 15 November 2013, and a final report was approved on 29 July 2014 (see Appendix B).

In addition, two peer-reviewed publications* and two refereed conference proceedings** were produced based on this thesis (see Remark for more details).

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Suparak Suriyankietkaew

22 March 2015

Remark:

* (1) Suriyankietkaew, S., & Avery, G.C. (2014). Leadership practices influencing stakeholder satisfaction in Thai SMEs. *Asia-Pacific Journal of Business Administration*, 6(3), 247-261.

* (2) Suriyankietkaew, S., & Avery, G.C. (2014). Employee satisfaction and Sustainable Leadership practices in Thai SMEs. *Journal of Global Responsibility*, 5(1), 160-173.

** (3) Suriyankietkaew, S., & Avery, G.C. (2014). Stakeholder satisfaction and leadership practices in Thai SMEs. *Proceedings of the 9th International Symposium on Sustainable Leadership* (pp. 182-190). Institute for Sustainable Leadership, June 3-6, Salzburg, Austria. ISBN 978-0-9874618-4-1.

** (4) Suriyankietkaew, S. (2013). Linking Sustainable Leadership practices and organisational high performance: A preliminary analysis. In Hughes, B., & Avery, G.C. (Eds.) 2013. *Proceedings of the 8th International Symposium on Sustainable Leadership* (pp. 159-167). Institute for Sustainable Leadership, June 4-7, Nice, France. ISBN 978-0-9874618-2-7.

ACKNOWLEDGEMENTS

I would like to thank all individuals and organisations who have contributed to my PhD study and the completion of this thesis. Special thanks to the Office of Small and Medium Enterprises Promotion, National Statistics Office and Personnel Management Association of Thailand for supplying me with their databases. Notably, I would like to thank all examiners for spending their time on this thesis. A sincere appreciation goes to Macquarie University for providing me the higher education opportunity to undertake a PhD and awarding me a Cotutelle International Macquarie University Research Excellence Scholarship (iMQRES).

First and foremost, I would like to express my special gratitude to my principal supervisor, Professor Gayle C. Avery, at Macquarie Graduate School of Management for her unsurpassed supervision, unreserved help, heartfelt encouragement, and my co-supervisor, Honorary Professor Harald Bergsteiner of the Australian Catholic University, for his support while completing this thesis. Their immense knowledge and invaluable advice have shaped my work and grown my intellect.

Many thanks go to Associate Professor Sooksan Kantabutra, PhD and Associate Professor Roy Kouwenberg, PhD of the College of Management, Mahidol University, in Thailand, for their guidance and help during my PhD study. I truly appreciate Assistant Professor Pornkasem Kantamara, EdD, Assistant Professor Thanapol Virasa, PhD, Francis Buttle, PhD, Pipat Thontirawong, PhD, Louise Metcalf, PhD, Arash Najmaei, PhD, Lorne Butt, PhD, Mr. Chatchai Chatpinyakoo, Ms. Kerry Daniel and all others at the MGSM research office and HDRO for their support during this research.

Importantly, I would like to thank my friends, colleagues and everyone in my family for their cheering. In particular, I am indebted to my parents, Mr. Niran and Mrs. Wiparat Suriyankietkaew, for their unconditional love and support throughout my life. Last but not least, I am mostly grateful to my beloved husband, Mr. Nithi Sanpakit, for his dedication, understanding, patience and care during this long and challenging journey. In summary, these special people have made this impossible PhD journey a memorable success.

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DEFINITION OF TERMS USED IN THIS THESIS

Terms	Definition
Sustainable leadership (Abbreviation: SL)	Sustainable leadership (SL) stands for an integrative leadership and management process concerning multidimensional nature of leadership and management practices, sustainable principles and values to promote long-term approach towards organisational sustainability. It consists of 23 practices, namely continuous people development, amicable labour relations, long-term staff retention, internal succession planning, valuing people, ethical behaviour, long-term perspective, considered organisational change, independence from financial markets (or outside interference), environmental responsibility, social responsibility, stakeholder approach, a strong and shared vision, devolved and consensual decision-making, self-management, team orientation, enabling culture, knowledge retention and sharing, trust, innovation, staff engagement and quality. These practices in various combinations result in five performance outcomes, particularly brand and reputation, customer satisfaction, financial performance, long-term shareholder value and long-term stakeholder value.
Organisational sustainability	Organisational sustainability is defined in this thesis as a leadership and management process aimed at creating long-term well-being and enduring value for all stakeholders, extending beyond social and environmental responsibility as defined by Avery and Bergsteiner's (2010, 2011a) 23 Sustainable Leadership practices.
Sustainable enterprises/ organisations	A sustainable enterprise refers to an organisation that follows SL principles and results in long-term performance outcomes, resilience/endurance and sustainability in firms. In short, it is an outcome of a SL-oriented organisation.

CHAPTER 1

INTRODUCTION

This chapter introduces the research background and problem statements of the thesis. Then, research objectives, questions and framework used in this research are described. The significance of the research is also addressed. The last part of this chapter outlines the structure of the thesis.

1.1 Research Background and Problem Statements

Leadership is probably the most frequently studied topic in the organisational sciences. Much of the literature on leadership focuses narrowly on micro-level perspectives by emphasising leader-centric dominant traits, behaviours, and situational practices, and assumes that these variables provide sufficient explanation for leadership effects. However, these studies have been criticised as being too general to be of much practical value (Boal & Hooijberg, 2001; DeChurch, Hiller, Murase, Doty, & Salas, 2010; Finkelstein & Hambrick, 1996; House & Aditya, 1997) and micro-level leadership theories generally ignore the relationship between broader aspects of leadership, such as the strategic and societal levels of leadership (Avery & Bergsteiner, 2011d; Hiller, Day, & Vance, 2006).

Today's organisations are operating with ever more complexity due to external factors (e.g. globalisation, increasingly scarce resources, social media, advanced multimedia and high-technologies), and have become much more interdependent, not only in terms of economic interests, but also regarding societal and environmental responsibility. Numerous scholars (e.g. Avery & Bergsteiner, 2010, 2011a, b; D'Amto & Roome, 2009; Dunphy, Griffiths, & Benn, 2003; Hind, Wilson, & Lessen, 2009) stress the importance of leadership beyond the micro-level, heading toward macro-

level leadership approaches that consider external influences and are concerned with organisational sustainability.

The concept of organisational sustainability has been debated by leadership and management scholars. In the literature, there are more than 300 definitions of sustainability (Dobson, 1996). In fact, definitions of “sustainability” vary with specific disciplines such as biology, economics, sociology and ecology (Faber, Jorna, & Van Engelen, 2005). In the leadership field, notions of sustainability centre on ethical, social and responsible business conduct, while focusing on a stakeholder orientation, as discussed in Chapter 2. Scholars note that making an organisation more sustainable requires leadership ability (Wong & Avery, 2009), and such leadership is critical for creating organisational sustainability (Székely & Knirsch, 2009).

Moving beyond the popular green and social notions of sustainability in organisations, for example concepts such as the triple bottom line (TBL), corporate social responsibility (CSR) and corporate responsibility (CR), a future leadership challenge lies in an organisation’s ability to deliver business performance, resilience and longevity. This is intended to increase its societal value and elevate its accountability to stakeholders while taking account of multidimensional internal and external leadership practices intended to enhance performance and sustainability (Avery, 2005; Avery & Bergsteiner, 2010, 2011, a, b, c; D’Amto & Roome, 2009; Dunphy et al., 2003; Székely & Knirsch, 2009).

Orlitzky, Siegel, and Waldman (2011) also stress the importance of incorporating multi-faceted aspects of leadership and multiple measures of organisational sustainability into research in order to advance this emergent multidisciplinary field of enquiry.

Identifying leadership practices that drive and create sustainable enterprises has become an important quest. To create and maintain sustainable enterprises, numerous scholars around the world (e.g. Albert, 1992; Avery, 2005; Avery & Bergsteiner, 2010, 2011a; Bennis & Nanus, 2003; Gore, 2007; Handy, 2002; Karp, 2003; Kantabutra, 2011, 2012a, b, c; Robèrt, 2007) have called for a new kind of leadership that embraces sustainability practices in organisations. These writers have urged leaders to look beyond the traditional practice of simply adding the idea of being

“green” and “socially responsible” to business-as-usual. A completely different approach is required.

In response, numerous leadership and sustainability concepts have been proposed over the last decade, such as stakeholder leadership, responsible leadership, ethical leadership, and the “Sufficiency Economy” philosophy underlying business practices in Thailand. The last concept is closely aligned with the Sustainable (Honeybee) Leadership (SL) approach discussed in Chapter 2. As already noted, while the current leadership literature typically emphasises some aspects of strategic, macro-level organisational leadership, SL is the multidimensional nature of leadership practices at the strategic macro-level (Avery & Bergsteiner, 2010, 2011a). SL provides an integrative, holistic leadership framework for developing organisational sustainability. The literature, and numerous management gurus (e.g. Bennis & Nanus, 2003; Drucker, 1999; Peters, 2003; Wheatley, 2001) also argue for individual SL practices as contributors to organisational sustainability by considering multi-faceted sustainable principles of leadership and management, processes and values to create long-term organisational performance and resilience/endurance for an enterprise. As supported by the literature, SL is therefore employed as the fundamental theoretical framework for this thesis, as explained in Chapter 2.

In this thesis, organisational sustainability is defined as a leadership and management process aimed at creating long-term well-being and enduring value for all stakeholders. This extends beyond social and environmental responsibility as defined by Avery and Bergsteiner’s (2010, 2011a) 23 “Sustainable Leadership (Honeybee) practices”, as illustrated in Figure 1.1 and elaborated on in Chapter 2.

In addition, Orlitzky and associates (2011) stress the importance of incorporating multiple measures of organisational sustainability into research in order to advance this emergent multidisciplinary field of inquiry. Sustainable enterprises that follow SL principles examine the effects of their practices on multiple measures of performance and organisational sustainability. Conventionally, much emphasis has been placed on financial measures of organisational performance, often to the exclusion of other criteria. However, critics argue that a realistic model of performance is highly complex and requires more than a single dimension or set of criteria to define it (Brown & Laverick, 1994; Cyert & March, 1963). Scholars (e.g.

Jing & Avery, 2008; Kantabutra, 2014; Sridhar, 2011; Sridhar & Jones, 2013) urge future researchers to examine multiple performance measures using both financial and non-financial components to measure organisational performance, and in particular to assess the multi-faceted nature of organisational sustainability. Recognising this gap in the literature, this thesis adopts Avery and Bergsteiner's (2010, 2011a) performance outcomes for organisational sustainability (i.e. brand and reputation, customer satisfaction, long-term financial performance, long-term shareholder value and long-term stakeholder value) in evaluating performance and organisational sustainability. Additionally, Avery and Bergsteiner's (2010, 2011a) original SL performance measures are expanded to include measures of investor, supplier and employee satisfaction in order to assess a broader concept of organisational sustainability. These measures are termed Sustainability Performance Outcomes (SPO), as further described in Chapter 2.

Although previous research signifies the importance of SL for organisational sustainability, its theoretical basis has been derived from the Western context, mainly in developed countries such as Europe and Australia (e.g. Avery 2005; Avery & Bergsteiner, 2010, 2011a, b, c). So far, only a few case studies (e.g. Kantabutra, 2011, 2012a, b; Kantabutra & Suriyankietkaew, 2013) have been conducted in developing countries. Therefore, it is worth examining which SL practices are vital leadership and management factors, and how widely they are applicable in the Eastern world. Thus, more research is needed to expand current knowledge in the emerging economy of Thailand. Furthermore, the literature mentions the importance of the SME sector and calls for further leadership studies in the SME context (Eccles, Ioannou, & Serafeim, 2012; Swiercz & Lydon, 2002; White, D'Souza, & McIlwraith, 2007). Consequently, this thesis addresses the gaps and investigates SL's application in the context of Thai SMEs.

In addition, the field of strategic, macro-level leadership, such as SL, is still at an early conceptualisation stage, with scant empirical evidence. Quantitative research is lacking to supplement Avery and Bergsteiner's (2010, 2011a, b, c) qualitative case studies, which test their Sustainable Leadership framework (e.g. Kantabutra, 2011; 2012a, b; Kantabutra & Suriyankietkaew, 2013). This thesis addresses a major gap in the current literature: quantifying the effects of the relationships between two sets of

variables. These are the underlying leadership and management practices derived from the SL framework; and diverse performance outcomes for organisational sustainability based on the Sustainability Performance Outcomes (SPO).

Furthermore, relatively few studies strive to understand differences between leader and employee perceptions on leadership. Much of past and current research has narrowly focused on understanding organisational leadership and performance in firms by selectively considering either perceptions of leaders or employees. Researchers (e.g. Choi, 2014; Hasson, Tafvelin, & Von Thiele Schwarz, 2013) suggest that discrepancies between perceptions of various groups of respondents exist. However, comparison studies between their perceptions is currently limited due to few existing studies comparing the perceptions of these two groups. To fill this gap, this thesis empirically investigates the differences and similarities present between different groups of organisational members on the SPO measurement.

The research scope for this thesis therefore focuses on investigating essential leadership and management factors that drive organisational performance and sustainability, particularly in the context of SMEs in Thailand.

In summary, this thesis attempts to address these major gaps and problems in the literature in order to further expand current knowledge by empirically examining which underlying leadership and management practices derived from the SL framework positively enhance performance outcomes and organisational sustainability in Thai SMEs as well as uncovering any discrepancies between perceptions of different organisational members (i.e. senior executives/organisational leaders and employees) in this study. Ultimately, this section lays the groundwork for the research as discussed in the following sections.

1.2 Research Objectives

Much of the literature stresses the importance of leadership to organisational sustainability, yet empirical examination of the leadership and management factors essential to organisational performance and sustainability is largely lacking. Therefore, the key purpose of this thesis is to extend current understanding of the important strategic, macro-level leadership and management that drives performance outcomes and organisational sustainability in the Thai Small and Medium Enterprise (SME) context. This involves investigating relationships between various leadership and management practices derived from Sustainable Leadership (SL) and performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO). Specifically, the objectives of this investigation are:

1. To identify which leadership and management factors derived from Avery & Bergsteiner's (2010, 2011a) Sustainable Leadership (SL) underlie organisational sustainability in the context of Thai small and medium enterprises (SMEs).
2. To empirically investigate whether certain underlying leadership and management factors derived from SL contribute to performance outcomes and organisational sustainability based on Sustainability Performance Outcomes (SPO) measurement across Thai SMEs.
3. To identify any differences in perceptions between senior executives (organisational leaders) and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes and organisational sustainability based on Sustainability Performance Outcomes (SPO) measurement in Thai SMEs as well as comparing their perceptual differences.

1.3 Research Questions

The central strategic research questions (RQ) in this thesis are:

RQ1: What are the essential leadership and management factors derived from SL that underlie organisational sustainability in the context of Thai SMEs?

RQ2: Which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs?

RQ3: To what extent do underlying leadership and management factors derived from SL contribute to performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs?

RQ4: Are there any differences in perceptions between senior executives (organisational leaders) and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs? What are the differences, if any?

1.4. Theoretical Framework for the Thesis

The leadership framework for this thesis is depicted in Figure 1.1, which illustrates a pyramid containing SL practices that provide the theoretical framework for the thesis.

Research to date suggests that organisations adopting SL (Honeybee) practices tend to be, or become, sustainable enterprises and perform better than their non-SL peers (Avery & Bergsteiner, 2010, 2011a, b, c; Kantabutra, 2011, 2012a, b; Kantabutra & Avery, 2013; Kantabutra & Suriyankietkaew, 2013) and that SL practices are associated with organisational sustainability.

The SL model (Figure 1.1) is arranged as a pyramid, and consists of three levels of leadership practices: (1) 14 practices at the foundation level (continuous people development, amicable labour relations, long-term staff retention, internal succession planning, valuing people, ethical behaviour, long-term perspective, considered organisational change, independence from financial markets (or outside interference), environmental responsibility, social responsibility, stakeholder

approach, and using a strong and shared vision); (2) six higher-level practices (devolved and consensual decision-making, self-management, team orientation, enabling culture, knowledge retention and sharing, and trust); and (3) three key performance drivers that customers in particular experience (innovation, staff engagement and quality). These practices in various combinations result in five performance outcomes, namely brand and reputation, customer satisfaction, financial performance, long-term shareholder value and long-term stakeholder value.

As previously discussed, this thesis derives from Avery & Bergsteiner's (2010, 2011a) five sustainability performance outcomes to measure organisational sustainability. Due to a limitation of publicly unavailable data on unlisted SME businesses, this study assesses investor satisfaction instead of Avery & Bergsteiner's (2010, 2011a) long-term shareholder value. Supplementing the original SL performance outcomes, supplier, investor and employee satisfaction are differentiated as important performance measures of stakeholder value. In this thesis, Sustainability Performance Outcomes thus refer to the extent to which the SPO are associated with organisational performance and sustainability in firms. These are brand and reputation, customer satisfaction, financial performance, and satisfaction of investors, suppliers and employees.

According to the literature, various SL practices contribute differently to performance and organisational sustainability (Avery, 2005; Avery & Bergsteiner, 2011a). Therefore, various leadership and management factors derived from the SL framework are predicted to be linked to SPO in varying degrees. However, an examination of their relationships is still underdeveloped, particularly in a holistic empirical study. In short, this thesis empirically examines the relationships between essential leadership and management factors and SPO derived from the SL framework, particularly in Thai SME context.

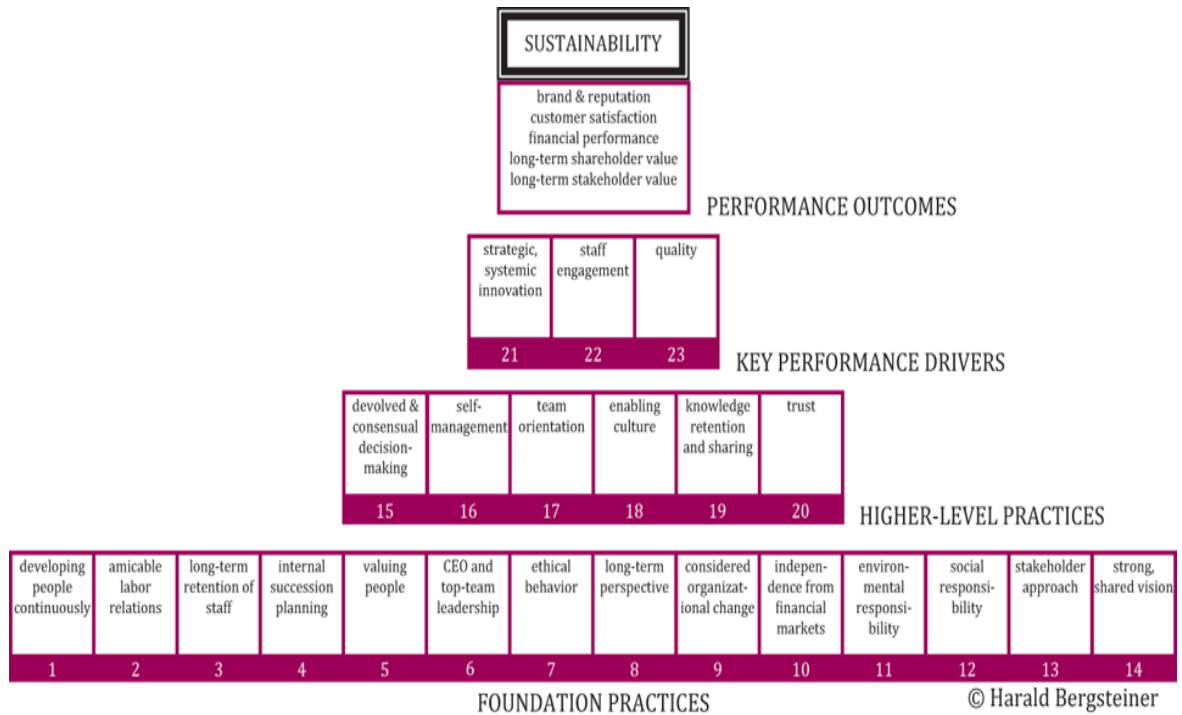


Figure 1.1 Sustainable Leadership Framework

Source: Avery & Bergsteiner (2010, p. 39)

1.5 Significance of the Research

In addition to the key purpose of bridging existing literature gaps and aiming to advance current knowledge in leadership processes, corporate performance outcomes and organisational sustainability, the significance of this research study is seven-fold.

First, the research responds to a growing demand among leadership and strategy researchers and practitioners for more studies on strategic, macro-level leadership and organisational sustainability (e.g. Avery, 2004; Avery & Bergsteiner, 2011a; Avolio, Walumbwa, & Weber, 2009; House & Aditya, 1997; Székely & Knirsch, 2009).

Second, in addressing the complexity and interactive nature of variables, this study bridges the existing gap in the literature. This is done through employing the SL framework to investigate the multidimensional nature of leadership and management to create superior corporate performance for organisational sustainability. Both multiple financial and non-financial measures, based on SPO, are also used to assess

organisational sustainability in its multifaceted complexity in a single, comprehensive study.

Third, this thesis expands the current knowledge in the emergent multidisciplinary field of inquiry by exploring which underlying leadership and management factors derived from the SL framework drive organisational performance and develop an emergent conceptual leadership and management model for organisational sustainability, particularly in the context of Thai SMEs.

Fourth, this investigation empirically addresses the relationships between various underlying leadership and management factors derived from the SL framework and performance outcomes for corporate sustainability based on SPO, which the current literature lacks in a quantitative sense. The predictions of SL theory and some of the qualitative findings concerning Thai firms (Kantabutra, 2011, 2012a, b; Kantabutra & Suriyankietkaew, 2013) are empirically tested in a quantitative study.

Fifth, knowledge of the essential leadership and management practices that drive superior performance and organisational sustainability, particularly in the SME context, is still lacking. Findings from the study may fill this gap in knowledge for a major business segment in many economies.

Sixth, setting the empirical examination of these issues in the Thai context may broaden the current limited knowledge about leadership and management in emerging countries. The findings may help shape necessary leadership development and management approaches to assist modern organisations in Thailand and other developing countries in selecting leadership and management practices for enhancing organisational sustainability and competitiveness in the world market.

Seventh, this study broadens existing knowledge by identifying any perceptual discrepancies between organisational members, specifically senior executives (organisational leaders) and their employees. Results may help closing any perceptual gaps by creating awareness of perceptual differences or similarities as well as enabling them to jointly work for a common goal for enhancing firm performance and creating organisational sustainability.

Findings and implications from the thesis are of empirical and practical importance to both academics and practitioners. Researchers can benefit from updating their knowledge of the essential leadership and management factors derived from SL

and performance outcomes for corporate sustainability based on SPO relationships, while practitioners can hopefully profit from the managerial implications of the findings on essential leadership practices for improving corporate performance and organisational sustainability.

Ultimately, this thesis should greatly contribute to the existing literature by helping prioritise the leadership and management factors that affect corporate performance and organisational sustainability, as well as explaining the SL phenomenon in the Thai context.

1.6 Outline of the Thesis

The thesis is structured into six chapters. Chapter 1 identifies the research background, objectives and questions, and provides a research framework for this research. Table 1.1 summarises the research objectives and questions underlying this thesis. Chapter 2 reviews, and identifies current gaps and problems in the current literature, as well as describing the SL theoretical framework and developing hypotheses for the thesis. Chapter 3 discusses the research methodology employed for this study. Chapter 4 covers data analysis methods, hypothesis-testing and data interpretation. Research findings, final discussion and managerial implications are summarised in Chapter 5. Finally, contributions to knowledge, limitations and future research are included in Chapter 6.

Table 1.1 Summary of Research Objectives and Questions

Research Objective (RO)	Research Question (RQ)
RO1: To identify which leadership and management factors derived from Avery and Bergsteiner's (2010, 2011a) Sustainable Leadership (SL) framework underlie organisational sustainability in the context of Thai small and medium enterprises (SMEs).	RQ1: What are the essential leadership and management factors derived from SL that underlie organisational sustainability in the context of Thai SMEs?
RO2: To empirically investigate whether certain underlying leadership and management factors derived from SL contribute to performance outcomes and organisational sustainability based on Sustainability Performance Outcomes (SPO) measurement across Thai SMEs.	RQ2: Which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs?
	RQ3: To what extent do underlying leadership and management factors derived from SL contribute to performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs?
RO3: To identify any differences in perceptions between senior executives (organisational leaders) and employees about which underlying leadership and management factors derived from SL predict enhanced organisational performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) measurement in Thai SMEs, as well as comparing their perceptual differences.	RQ4: Are there any differences in perceptions between senior executives (organisational leaders) and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs? If any, what are the differences?

CHAPTER 2

LITERATURE REVIEW

The relevant literature is reviewed in this chapter. The first part of the chapter focuses on leadership concepts, definitions, classifications and theories. The second part investigates organisational sustainability in the leadership context, and various leadership approaches for fostering organisational sustainability. The second part elaborates on the importance of the Sustainable Leadership (SL) approach for organisational sustainability, the need for Sustainability Performance Outcomes (SPO) and their links, which underline the significance of this thesis. The last part discussed perceptual differences between organisational members for leadership and management in firms.

2.1 Leadership Concepts

In this section, leadership concepts are briefly introduced, starting with an examination of different classifications to trace the roots of the field.

2.1.1 Definitions of Leadership

Over the past 75 years, leadership has been noted as both the most studied and the least understood topic in the social sciences, since more than 850 definitions of leadership and thousands of empirical investigations have been produced (Bennis & Nanus, 2003). Although many theories have been developed over the years to explain what leadership is and how it should be exercised in diverse contexts, no single definition of leadership has been clearly accepted. Rost (1993, p.13) signals the lack of an agreed leadership definition: “Many scholars have studied leaders and leadership over the years, but there still is no clear idea of what ‘leadership’ is or who leaders are.” This has not changed much over the past two decades. Despite changes in ideas and the underlying concepts over the course of history, an agreed definition of

leadership or what the concept should embrace is still lacking (Avery & Bergsteiner, 2011a). Various researchers (e.g. Avery, 2004; Avery & Bergsteiner, 2011d; Bass, 1985; Hollander, 1985; Rost, 1993; Yukl, 2009) stress that no single definition is likely to emerge because leadership definitions vary with context. The literature indicates that the lack of consensus on a precise, unified leadership definition may explain why it is so difficult to develop a strong overarching leadership theory in the social and behavioural science (Staats, 1999; Sutton & Staw, 1995).

In fact, leadership may not have a 'one-size-fits-all' definition (Avery & Bergsteiner, 2011d, p. 3). Since leadership varies with context, forms and level, a single definition is unlikely to emerge. It is therefore crucial to create a framework for leadership definitions so as to make sense of this confusion, and to advance the field by categorising leadership concepts with the aim of identifying leadership in a more systematic way, and allowing definition of the aspects of leadership underpinning the current study. Various classifications of leadership have been suggested by the literature, as described in the following.

2.1.2 Classifications of Leadership

Some scholars have tried to unravel this complex field by classifying leadership into various forms and levels.

2.1.2.1 Forms of Leadership

Scholars (Avery, 2004; Avery & Bergsteiner, 2011d; Bass, 1985; Goleman, 1995) have suggested various forms and categories of leadership. Early on, Bass has (1985) proposed three categories of leadership (i.e. transformational leadership, transactional leadership, and a non-leadership dimension of laissez-faire leadership). Goleman (1995) classifies leadership into six styles based on his Emotional Quotient (EQ) framework (i.e. Coercive, Authoritative, Affiliative, Democratic, Pacesetting and Coaching). However, the literature criticises these leadership categories for being limited and not conveying the broad spectrum of leadership (e.g. Yukl, 1999). For example, Bass's model over-emphasises two forms of leadership (i.e. transformational and transactional), omitting other leadership paradigms, specifically classical and organic leadership. Building on Bass's (1985) leadership categories, Avery (2004)

suggests a more comprehensive approach by expanding the previous two paradigms to cover four leadership paradigms (i.e. classical, transactional, visionary and organic). Her leadership paradigms allow for different forms of leadership to emerge, since leadership has evolved at different times and in different contexts, while considering other interdependent factors (e.g. role of leaders and followers, sources of leadership power, extent of follower power, follower commitment, vision orientation, decision-making and trust). In addition, Avery's (2004) four leadership paradigms reflect variations in conceptual and theoretical development in the literature over time. Avery's (2004) four leadership paradigms provide a comprehensive foundation for the field, as reviewed next.

First, the classical paradigm is the oldest, covering ancient history until the 1970s. Historically, leaders were considered to be born, and not made, coming from a pre-eminent family or an "elite" group within society (Avery, 2004), such as kings, divine appointees (e.g. the Roman Catholic Pope, Egyptian Pharaohs) or people holding important industrial, political or military positions (Bass, 1990a). The foundation of the classical leadership paradigm emphasises leader dominance through respect and the power to command and control. Fear or respect of a leader, and avoiding punishment, are the basic sources of follower commitment. One of the most prominent early classical leadership concepts comes from Thomas Carlyle's (1888) "Great Man Theory" with its emphasis on the universal characteristics of successful leaders, including self-driving force, motivation, honesty, self-confidence, knowledge of business, flexibility and cognitive ability. This study provides the groundwork for trait theories (e.g. Gibb, 1947; Jenkins, 1947; Mischel, 1973; Stogdill, 1948) and further leadership behavioural studies (e.g. Bales, 1954; Kahn & Katz, 1953; Stogdill & Coons, 1957) until the 1970s. However, among the limitations of classical leadership theories are that these they were largely inductive and lack theoretical orientation (House & Aditya, 1997), and are supported only by weak empirical evidence (Alimo-Metcalfe & Alban-Metcalfe, 2001; Bass, 1990b; Yukl, 2009). Avery (2004) points out that heavy reliance on the idea of a "great person" may not be suitable in complex dynamic situations where leaders may not have the capacity to command and control. Due to the limitations of the classical leadership paradigm, mainstream research has shifted toward the transactional leadership paradigm.

Second, the transactional leadership paradigm was pre-eminent from the 1970s to mid-1980s. Unlike classical leadership, transactional leadership concepts and theories focus on individual members, interpersonal relationships between leaders and followers, and on transaction bases through negotiated rewards, agreements and expectations (Avery 2004; Bass & Avolio, 1993, 1994). Transactional leaders lead through social exchange (Bass & Riggio, 2006). Principal theories underlying transactional leadership include dyadic leadership between leaders and followers, such as Leader Member Exchange (LMX) (e.g. Graen, 1976; Graen, Dansereau, & Minami, 1972) and several contingency theories (e.g. Fiedler's Contingency Theory of Leadership, 1967, 1971; Hersey & Blanchard's Situational Theory, 1982; House's Path-Goal Theory of Leader Effectiveness, 1971; Vroom & Yetton's Decision Process Theory, 1973). However, these approaches have also been criticised. For example, LMX theory is limited by fundamental problems related to the validity of construct, measurement and data analytical procedures (Schriesheim, Cogliser, & Neider, 1999). Its passive management-by-exception and negligence of the emotional factors in leadership relationships have lessened its popularity (Yukl, 2009). According to Avery and Bergsteiner (2011d), transactional leadership is beneficial primarily for keeping the organisation running and getting the day-to-day job done. However, in times of rapid change and uncertainty, transactional leadership becomes limiting, particularly when greater commitment is needed from followers, or if followers need to be willing to make major changes to their mindsets and behaviours (Drath, 2001). To cope with today's dynamic environments, the next wave of theoretical development began to centre on leaders who can envision the future and effectively engage organisational members in attaining corporate goals beyond self-interest, as discussed next.

Avery's third paradigm, the visionary paradigm, introduced by Bernard Bass in the mid-1980s, remains popular. Emotional-based relationship between leaders and followers through a shared purpose is fundamental under visionary leadership (Avery, 2004). Visionary leadership, alternatively referred to, or known as, "charismatic," "transformational," or "inspirational" leadership, incorporates an emotional dimension into organisational leadership (Bass, 1985, 1998; Burns, 1978; Bennis & Nanus, 1985; Conger & Kanungo, 1987; House, 1977). Visionary leadership centres on the emotional engagement between leaders and followers through vision-sharing,

collaborative decision-making and empowerment (Avery, 2004). Prominent vision-based leadership theories include Greenleaf's (1977) Servant Leadership; House's (1977) Theory of Charismatic Leadership; the Theory of Transformational Leadership proposed by Burns (1978) and Bass (1985); the Attributional Theory of Charismatic Leadership created by Conger and Kanungo (1987); the Visionary Leadership of Kouzes and Posner (1987) and Bennis and Nanus (1985); finally Collins' (2001) Level 5 Leadership. Critics argue that limitations of visionary leadership lie in the over-reliance on a single top leader, because it may limit an organisation's effectiveness in dealing with complexities (Conger & Kanungo, 1988; Day, Gronn, & Salas, 2006) and because it overlooks important factors of context and group process and influence on leadership (Yukl, 1989, 1999). To meet future challenges of dispersed leadership in particular, a new form of leadership has emerged: the organic paradigm.

The fourth leadership paradigm, which emerged in about 2000, advocates the transformation of leadership from the leader-focused concept that has long dominated the field, toward Avery's (2004) organic or distributed leadership concept. In the last decade, numerous researchers (Avolio et al., 2009; Carson, Tesluk, & Marrone, 2007; Crevani, Lindgren, & Packendorff, 2009; Friedrich, Vessey, Schuelke, Ruark, & Mumford 2009; Howell & Boies, 2004; Raelin, 2005, 2006; Zaccaro, Rittman, & Marks, 2001) have conceptualised leadership as a collective phenomenon in organisations. Trends for globalisation, workforce diversity, complexity and the need for speedy innovation have led to the emergence of an organic leadership paradigm that focuses mainly on participative, shared and distributed leadership. Advocated increasingly by many scholars (e.g. Crosby & Bryson, 2005; Day et al., 2006; Ensley, Hmieleski, & Pearce, 2006; Gronn, 2002; Hiller et al., 2006; Morgeson, DeRue, & Karam, 2010; Pearce & Conger, 2003; Pearce & Sims, 2002; Raelin, 2005, 2006; Zaccaro et al., 2001), organic leadership is considered to be a shared endeavour broadly distributed among members of organisations, networks or communities (Yukl, 2009). In essence, organic organisations may be "leaderful" or "leaderless", where leaders may emerge rather than be appointed to positions of power, and are empowered and relied on for leading both self and innovative organisational members (Avery, 2004; Kerr & Jermier, 1987; Raelin, 2005, 2006; Vecchio, Justin, & Pearce, 2010). Since there is no formal leader, organisational member interactions and

networks become a form of leadership, which are held together by a shared vision, values and enabling cultures (Jing & Avery, 2008). Under an organic leadership paradigm, conventional assumptions of control, order and hierarchy are replaced by trust and mutual decisions among diverse organisational members (Avery & Bergsteiner, 2011d). Organic leadership is arguably appropriate for many professional and knowledgeable workers in complex working environments and chaotic situations (Avery, 2005).

A categorisation of diverse leadership theories underlying Avery's (2004) four leadership paradigms is depicted in Table 2.1.

Table 2.1 Summary of Diverse Leadership Theories

Paradigm	Period	Prominent Leadership Theory	Major Principle	Influential Researchers
Classical	Antiquity to 1930s	Great Man	Leader dominance through respect and power to command and control, focusing on a pre-eminent person or an "elite" group of society.	Thomas Carlyle (1888)
	1930s	Trait	Individual traits or characteristics of leaders are different to those of nonleaders.	Gibb (1947); Jenkins (1947); Stogdill (1948); Mischel (1973); Schneider (1983); House et al. (1996)
	1940s to 1970s	Behavioural	The behaviours of effective leaders differ from those of ineffective leaders. Two major divisions of leader behaviour are task-oriented behaviour and relationship-oriented behaviour.	Bales (1954); Stogdill & Coons (1957); Kahn & Katz (1953); Likert (1961); Mann (1965)

Table 2.1 Summary of Diverse Leadership Theories (Cont.)

Trans-actional	1970s to mid-1980s	Leader-Member Exchange	Relationships between leaders and followers are based on transaction bases through negotiated rewards, agreements and expectations.	Dansereau et al. (1975); Graen & Cashman (1975); Graen (1976); Graen & Scandura (1987); Graen & Uhl-Bien (1995); Schriesheim et al. (1999)
		Contingency	Effective leadership style depends on diverse organisational factors and different situational contexts.	Fiedler's Contingency Theory of Leadership (1967, 1971); House's Path-Goal Theory of Leader Effectiveness (1971); Vroom & Yetton's Decision Process Theory (1973); Hersey & Blanchard's Situational Theory (1982)
Visionary	Mid-1980s to 2000	Charismatic/Visionary Leadership	Emotion-based leaders inspire subordinates to commit themselves to goals by communicating a vision, displaying charismatic behaviour and setting a powerful personal example.	Greenleaf's Servant Leadership (1977); House's Theory of Charismatic Leadership (1977); the Theory of Transformational Leadership developed by Burns (1978) and Bass (1985); Conger & Kananga's Attributional Theory of Charismatic Leadership (1987); the Visionary Leadership originated by Kouzes & Posner (1987) and Bennis & Nanus (1985); Collin's Level 5 leadership (2001)
Organic	Beyond 2000	Leaderful/Leaderless and Distributed/Shared/Collective Leadership	Emergent notions of non-leader-centric leadership with substitutes for leadership; distributed, shared, collective leadership that revolutionise relationships between leader-follower; behaviours for self-leading organisations; self-managed work teams; collaboration and empowerment.	Substitutes for Leadership Theory (Kerr & Jermier, 1987); Team Leadership (Day et al., 2006; Morgeson et al., 2010; Zaccaro et al., 2001); Distributed Leadership (Gronn, 2002; Chambers et al., 2010), Leaderful Practice (Raelin, 2005, 2006); Shared Leadership (Arnone & Stumpf, 2010; Ensley et al., 2006; Hiller et al., 2006; Pearce & Sims, 2002; Pearce & Conger, 2003; Pearce & Manz, 2005); Collective Leadership (Avolio et al., 2009; Carson et al., 2007; Crevani et al., 2009; Friedrich et al., 2009; Howell & Boies, 2004); Empowering Leadership (Arnold et al., 2000; Ensley et al., 2006; Pearce et al., 2003; Vecchio et al., 2010)

Source: Suparak Suriyankietkaew (Author) - adapted from Avery (2005) and House & Aditya (1997)

In short, the literature suggests that various leadership concepts and theories can be categorised into four leadership paradigms varying with time, theoretical emergence and context. The traditional paradigms (i.e. classical and transactional leadership) have been criticised for lack of theoretical support and weak empirical evidence (Alimo-Metcalfe & Alban-Metcalfe, 2001; Bass, 1990b; House & Aditya, 1997; Yukl, 2009), while others have argued that these paradigms do not suit today's complex business environment. Shifting to contemporary paradigms (i.e. visionary and organic leadership), more recent organisational theories, with their follower-centric orientation, emphasise shared purpose, self-leadership and consensual agreement among the entire group or community (e.g. Crevani et al., 2009; Jing 2012; Zander & Butler, 2010). Moreover, the literature supports the contention that both visionary and organic leadership lead to organisational success and effectiveness, and also sustain business performance (e.g. Avery & Bergsteiner, 2011d; Ensley et al., 2006). Overall, Avery's (2004) leadership paradigms lay a comprehensive foundation for understanding the field-expanded concepts of leadership, and therefore a more comprehensive way of categorising leadership constructs.

Although leadership concepts and theories can be more easily understood using the paradigms, these concepts and theories can be further classified by reference to different levels—from the micro-level, through the group and organisational level, to strategic and social context (Avery, 2004; Avery & Bergsteiner, 2011d). Since the literature suggests that leadership concepts vary at different levels of an organisation, it is useful to understand leadership as occurring on different organisational levels.

2.1.2.2 Levels of Leadership

To better explain leadership, some scholars examine the different levels of leadership. While some writers (e.g. DeMeuse, Dai, & Wu, 2011; Edwards & Gill, 2012; Yammarino & Dansereau, 2011) classify levels of leadership based on different roles, hierarchies or sizes of organisational units (e.g. individuals, teams or divisions), Bergsteiner spans the levels to account for different leadership behaviours and diverse roles and scope of responsibility that people may share in organisations (Avery & Bergsteiner, 2011d). It is therefore worthwhile to discuss Bergsteiner's four-level model of leadership since it provides an extended picture of leadership at different

levels. The four levels of leadership range from the micro-organisational level, through the meso-organisational and macro-organisational levels, to the broadest perspective at the societal level (Avery & Bergsteiner, 2011d). Each level is discussed in turn.

At the micro-organisational level, leadership focuses primarily on characteristics of leaders, or on interactions between leaders and their followers, such as the leadership concepts of “great person”, traits and behaviours. This connotation of leadership underpins the narrowest, but possibly most studied, view of leadership. The micro-level view of leadership relates to the behaviours of individuals, dyads, leader-follower relationships and small teams in an organisation (Avery & Bergsteiner, 2011d). An extensive literature review by House and Aditya (1997) revealed that much of the past literature centred on this level of leadership, with an emphasis on trait theories and behavioural approaches.

However, micro-level leadership concepts and theories are limited in scope (Bligh, Kohles, & Pillai, 2011; Hiller et al., 2006). Others (e.g. Avery & Bergsteiner, 2011d; Avolio et al., 2009; Lim & Ployhart, 2004; Yukl, 2009) view the field of leadership beyond the leader or dyadic relationship to include a much broader array of individuals in organisations, with leadership distributed throughout the organisation in some instances. This argument highlights the importance of the next level of leadership, namely the meso-level. Bergsteiner’s meso-level covers entire categories of people who share similar leadership or followership functions, such as the executive team, middle managers and followers. Some prominent theories applied at the meso-level include top or upper echelon theory (Hambrick & Mason, 1984), the socio-cognitive approach (Lord & Maher, 1991) and followership theories (Kellerman, 2008).

Many studies over recent decades have been limited by a narrow focus on the micro- and meso-level views of leadership (DeChurch et al., 2010; Hiller et al., 2006). Numerous researchers (e.g. Avery, 2004, 2005; Avolio et al., 2009; Dyllick & Hockerts, 2002; House & Aditya, 1997; Székely & Knirsch, 2009) urge future leadership research to expand its scope by including a strategic, macro-view of leadership that spans the entire organisation. According to Avery and Bergsteiner (2011d), strategic, macro-level leadership concerns leadership concepts and theories, with an emphasis on broad strategy, resource allocation, vision, culture and

organisational philosophy and purpose. Leadership at the strategic, macro-level acknowledges the importance of external influences (e.g. natural and human resources, competitors, globalisation, regulations and society) and practices that can influence everyone in an organisation (Avery, 2005; Avery & Bergsteiner, 2011d). Increasingly, scholars (e.g. Albert, 1992, 1993; Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b, c, d; Dyllick & Hockerts, 2002) are calling for modern organisations to focus on sustaining organisational success by maintaining and increasing their economic, social and environmental capital while meeting the needs of a firm's direct and indirect stakeholders—without compromising their ability to meet the needs of future stakeholders. Sustainable Leadership (Avery & Bergsteiner, 2010, 2011a) is an example of the strategic, macro-level view of organisational leadership, and this thesis focuses on investigating Sustainable Leadership at the strategic, macro-level of organisational leadership.

The fourth level in Bergsteiner's matrix is the societal (Avery & Bergsteiner, 2011d). Theories at this level focus broadly on leadership common to diverse national, regional cultures, or on cross-cultural research (e.g. Hofstede, Hofstede, & Minkov, 2010; Menon, Sim, Fu, Chiu, & Hong, 2010). Leadership research operating at the national level is examined, showing for example, that American and British CEOs tend to favour a short-term shareholder model and focus on maximising the wealth of owners, whereas CEOs in continental Europe have traditionally preferred leadership that engages with a range of stakeholders and cares for their stakeholders (Avery & Bergsteiner, 2010, 2011a; Pitelis, 2004). In Japan, leaders focus strongly on human capital, which demonstrates a strong employee focus (Ozaki, 1991), whereas Singapore's government leans toward social responsibility and employee welfare (Stiglitz, 2002). Most leadership studies have been conducted in the developed world, particularly in the USA. Studies by Hofstede (2011) and Hofstede et al. (2010), however, show that national culture influences leadership behaviour, requiring research in diverse countries. Whether leadership in Asia, particularly in Thailand, is similar to that of Western countries is worth questioning. Asian leadership, for example, tends to be based on position, authority and seniority, since typical Asian firms tend to be more bureaucratic and hierarchical, have central decision-making, and are policy driven (Lok & Crawford, 2004). There are very few empirical studies on

leadership practices and organisational sustainability in developing economies, such as that of Thailand. This thesis therefore advances the current field by investigating leadership at the societal level, and by examining leadership in Thai SME organisations (described in Chapter 3).

2.1.2.3 Leadership Matrix

The preceding discussion suggests that the concept of leadership is complex, and varies with different paradigms and levels. Most previous writers fail to define what they mean by leadership, and do not describe a clear concept. Bergsteiner's leadership matrix therefore offers a device to clarify this confusion. To understand leadership, it is important to differentiate appropriate theories and frameworks for a given leadership situation, using both the form and level to which they refer (Avery & Bergsteiner, 2011d). Building on Avery's four leadership paradigms, Bergsteiner developed a matrix combining the four paradigms with the four levels of leadership described earlier. The matrix offers an integrative framework for assessing leadership, operating in different paradigms and levels, aimed at answering appropriate leadership questions in a given context, and assisting in analysing practical leadership situations (Avery & Bergsteiner, 2011d).

Since the current research focuses on investigating sustainable leadership (SL) and organisational sustainability in Thai SMEs, leadership at Bergsteiner's macro-organisational level and societal-level bounds the scope of leadership as it applies in this thesis, as illustrated in Table 2.2.

Table 2.2 Bergsteiner's Leadership Matrix for Investigating SL in Thai SMEs

Levels of Leadership		Leadership Paradigms			
		Classical	Transactional	Visionary	Organic
Societal Level		x		x	
Macro-organisational Level		x		x	
Meso-organisational Level	Executive Team				
	Other Leaders				
	Followers				
Micro-organisational Level					

Legend:

Dark grey indicates scope of this study and traditional leadership paradigm found in Thailand

Light grey indicates scope of this study and modern leadership paradigm found in Thailand

Source: Suparak Suriyankietkaew (Author) - adapted from Avery & Bergsteiner (2011d) and Avery (2005)

At the societal-level, organisations operating in Thailand need to take account of the societal differences in leadership expectations traditionally found in Thailand. Recent studies based on Hofstede's (1991) culture dimensions show that Thai culture values hierarchy, status, and respect for superiors; Thai people focus strongly on valuing harmonious social relationships, working in collaboration and fostering a strong spirit in the community; Thais tend to avoid conflict and changes that may create discomfort in others (Burn & Thongprasert, 2005; Hallinger, 2003; Hofstede, 2011; Holmes & Tangtongtavy, 1995). These findings suggest distinctive cultural and leadership differences in Thai organisations from the US or Australia, for example. Traditionally, Thai leadership tends to be classical, with an emphasis on command-and-control and autocratic leadership (Komin, 1990), although more recent studies suggest visionary leadership is emerging as a preferred leadership style, with more Thai employees involved in decision-making and participating in the organisational work process (e.g. Limsila & Ogunlana, 2008; Yukongdi, 2005).

Since classical leadership still prevails in Thailand, despite the existence of other leadership paradigms, it is likely that leaders in Thai organisations, particularly in SMEs, will have higher authoritative power over their subordinates, with people working collaboratively in a relationship-based environment with a strong sense of

community. Hence, classical leadership is highlighted in a bolder colour when compared with visionary leadership in Table 2.2.

Since there may not be a “one-size-fits-all answer” when defining leadership, Bergsteiner’s matrix provides an integrative framework for defining what leadership is, and allows for investigating practical leadership situations in a given context.

2.1.3 Summary

Leadership is complex, with no universally-agreed definition. The above review of the literature suggests that numerous definitions, concepts and theories of leadership have emerged over time. However, they are often confusing, since they are each based on different assumptions, foundations and emphasis. To disentangle the complexity of leadership, and explain what leadership is, diverse scholars (Avery, 2004; Bass, 1985; Goleman, 1995) have tried to categorise leadership into different forms. In addition to categorising different forms of leadership, other researchers (e.g. DeMeuse et al., 2011; Edwards & Gill, 2012; Yammarino & Dansereau, 2011) have classified leadership into different levels based on different roles, hierarchies or sizes of organisational units. To better understand and clearly define leadership, Bergsteiner combines four levels (i.e. micro-level, meso-level, macro-level and societal-level) and integrates Avery’s (2004) four leadership paradigms into these levels to describe leadership and classify concepts and theories related to it in a practical and meaningful way. Ultimately, the definition of leadership depends on which paradigm, level and context is involved. Bergsteiner’s matrix provides a framework to define leadership to fit the current study of Sustainable Leadership in Thailand, at the macro-organisational and societal-levels of leadership, and in order to advance existing leadership knowledge and uncover the appropriate leadership practices describing organisational leadership phenomena in the Thai context.

2.2 Importance of Organisational Sustainability in Leadership

Context

Relevant literature regarding organisational sustainability and its leadership context is reviewed in this section.

2.2.1 What is Organisational Sustainability?

Traditionally, the development debate is grounded sustainably in a global framework based on the World Commission on Economic Development (WCED) report, within which continuous satisfaction of human needs constitutes the ultimate goal (Brundtland, 1987).

The current literature includes many definitions and notions of sustainability, such as sustainable development, corporate citizenship (CC), social enterprise (SE), triple bottom line (TBL), corporate social responsibility (CSR), corporate responsibility (CR) and corporate sustainability (CS). However, these notions are linked to sustainability in varying degrees and are often confusing. For example, the triple bottom line (TBL) focuses on balancing ‘the 3Ps’ (profit, people and planet), while CSR offers tools for companies to demonstrate their social and environmental concerns in business operations (Marrewijk & Werre, 2003). Although some researchers (e.g. Cheung, 2011; Lo & Sheu, 2007; Lopez, Garcia, & Rodriguez, 2007; Marrewijk, 2003; Montiel, 2008) propose distinctions between these various concepts, the underlying conceptualisations of the sustainability debate relate mainly to the conventional classification into ecological, environmental and social responsibility issues.

Moving beyond the popular green and social notions of sustainability in organisations (i.e. TBL, CSR and CR), scholars (e.g. Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b, c; D’Amto & Roome, 2009; Dunphy et al., 2003; Kantabutra, 2014; Székely & Knirsch, 2009) highlight future leadership challenges in an organisation’s ability to deliver business performance, resilience and longevity; to increase societal value; and to elevate the firm’s accountability to stakeholders, while taking account of multidimensional internal and external leadership practices to enhance performance and sustainability. In addition, ethical issues become important

for modern organisations, as they are expected to be ethical and socially responsible to various stakeholders (Dhir, 2013). The literature also stresses the importance of incorporating multidimensional aspects of leadership and multiple measures of organisational sustainability into future research (Kantabutra, 2014; Orlitzky et al., 2011).

The concept of organisational sustainability applied in this thesis refers to leadership and management processes aimed at creating long-term wellbeing and enduring value for all stakeholders beyond social and environmental responsibility as defined by Avery and Bergsteiner's, (2010, 2011a) 23 Sustainable Leadership, or Honeybee, practices.

2.2.2 Why is Organisational Sustainability Important?

Interest in the topic of organisational sustainability has grown significantly among leadership and management scholars in recent decades. Organisational sustainability now is "on the management agenda" and creates the most value when it is embedded throughout an organisation (Winston, 2012). In the literature, organisational sustainability is increasingly analysed as a source of competitive advantage (Porter & Kramer, 2006).

Doing business-as-usual cannot create organisational sustainability. The literature criticises businesses that merely comply with environmental, social, health and safety regulations and suggests that they will soon be left behind by their competitors, whereas businesses that meet these challenges head on with superior management can gain favourable business results and competitive advantages in the long term (Avery & Bergsteiner, 2010, 2011a). Enterprises need to look critically beyond the conventional view of organisational sustainability, altruism, charity work, or just being "green" or maintaining their business-as-usual approach to meet minimum regulatory standards or requirements (Avery & Bergsteiner, 2010, 2011a; Dunphy et al., 2003; Robèrt, 2007). Incorporating CSR activities or CR programmes into normal business operations does not necessarily lead organisations to become sustainable. Survey data from the World Economic Forum 2001 suggests that the overwhelming majority of people around the world want business to do more than simply make a profit and obey the law (Envionics International, 2001). Modern

businesses need to look beyond profit maximisation (Handy, 2002; Kramar, 2014) and should meet the needs of a firm's direct and indirect stakeholders, such as shareholders, employees, clients, pressure groups and communities, without compromising their ability to meet the needs of their stakeholders (Dyllick & Hockerts, 2002; Mariappanadar, 2003, 2013). Gibson (2012) stresses that stakeholder management promotes sustainability. Therefore, the role of an enterprise needs to extend beyond self-interest by playing a beneficial role in the world, so as to generate a proper balance between economic, social and ecological objectives, and in return gain business competitiveness, resilience and sustainability (Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b, c; D'Amto & Roome, 2009; Dunphy et al., 2003; Harris & Twomey, 2008; Kantabutra, 2014; Kramar, 2014; Székely & Knirsch, 2009).

Transforming a "business-as-usual" organisation into a more sustainable enterprise is a major challenge. Enterprises as a whole need to significantly change the way they do business in order to create organisational sustainability (Avery, 2005; Avery & Bergsteiner, 2010, 2011a; Dunphy et al., 2003; Wong & Avery, 2008). According to Dunphy and associates (2003), organisations progress toward organisational sustainability through six different phases, from (1) rejection, (2) non-responsiveness, (3) compliance, (4) efficiency, (5) proactivity, to (6) the sustaining corporation. Organisations that reject, act non-responsively or simply comply with environmental, social, health and safety regulations have not achieved organisational sustainability. To realise efficiency and competitive advantages, organisations need to invest in and embrace sustainability in all aspects of the business. This may be the tipping point where management needs to decide to change the way business is conducted in the organisation. Dunphy and associates (2003) suggest that organisations need to be proactive by making sustainability an important part of a firm's business strategy, and ultimately create sustainable enterprises by strongly internalising the ideology of working for a sustainable world and voluntarily going beyond basic standards.

Underpinning organisational sustainability is the ability to deliver business performance, increase societal value, enhance environmental responsibility and elevate a firm's accountability to stakeholders (Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b, c; D'Amto & Roome, 2009; Dunphy et al., 2003; Kantabutra, 2014). These

are indeed acts of leadership. The literature notes that transforming an enterprise toward organisational sustainability requires leadership ability (Wong & Avery, 2009). Many writers consider leadership the most critical success factor for organisational sustainability (Bennis & Nanus, 2003; Covey, 1999; Drucker, 1999; Handy, 2002; Székely & Knirsch, 2009).

Organisational leaders need to take account of the effects of organisational behaviours on external stakeholders (Kramar, 2014); they should examine the impact of Human Resource Management (HRM) on social and human externalities, noting the frequent failure to take account of the social cost of business (e.g. Mariappanadar, 2013). Business leaders need to act with integrity and ethics, care for stakeholders, take a long-term perspective and manage responsibly outside the organisation (Hind et al., 2009). Importantly, sustainable leaders need to align their strategies and operating models with the drivers of internal performance, competitive advantage and value creation in order to benefit all stakeholders (Avery & Bergsteiner, 2010, 2011a; Berthon et al., 2008; Funk, 2003; Wheeler, McKague, Thomson, Davies, Medalye, & Prada, 2005). Ultimately, leaders need to fully integrate sustainability practices and embed them into every aspect of the business to create enduring value for all stakeholders (Avery & Bergsteiner, 2010, 2011a; Kramar, 2014; Mariappanadar, 2013; Marrewijk & Werre, 2003). Dunphy et al.'s (2003) final two phases (i.e. proactivity and the sustaining corporation) support Avery and Bergsteiner's (2010, 2011a) Sustainable Leadership (SL) or Honeybee principle, which offers a comprehensive leadership approach for organisational sustainability.

Research demonstrates that organisational sustainability results in superior business performance (Lo & Sheu, 2007). Studies (e.g. Cheung, 2011; Eccles et al., 2012; Lourenço, Branco, Curto, & Eugénio, 2012) demonstrate that organisations that embrace organisational sustainability strategies perform better than traditional firms in terms of financial and stock market performance. In addition to superior financial gains, research (e.g. Kantabutra & Suriyankietkaew, 2013; Wheeler et al., 2005) reports that sustainable enterprises enhance local economic development and trade, and improve quality of life, including human development and ecological enhancement, and individual and community economic self-reliance. Empirical research (Derwall, Guenster, Bauer, & Koedijk, 2005; Knoepfel, 2001) also shows that

companies with high ratings in social responsibility significantly outperform those companies with low ratings, and that these companies gain competitive advantages and are linked to positive financial performance and reputation outcomes. Overall, organisational sustainability helps increase consumer loyalty and confidence, market trust, brand and reputation, employer-of-choice status, and superior financial performance (Dunphy et al., 2003; Epstein & Roy, 2001; Henry, DeYoung, & Gordon, 2009).

2.2.3 Summary

Organisational sustainability is created when leadership, organisational strategies and culture reinforce each other for the long-term benefit of multiple stakeholders (Wong & Avery, 2008). Evidently, the literature supports the fact that the concept of organisational sustainability has become a core consideration for organisational leadership to enhance superior sustainable businesses around the world. It rapidly becomes a priority for businesses who wish to increase long-term benefits, competitive advantage, and superior bottom-line results. Simply adding “green” and “social” to business-as-usual in order to meet minimum regulatory standards is insufficient for organisational sustainability. Business needs to embrace and embed organisational sustainability in every aspect of their operations to gain competitive advantage and achieve organisational sustainability. As advocated by the literature, organisations need to embed multi-faceted dimensions of sustainable business practices, such as Avery and Bergsteiner’s (2010, 2011a) Honeybee approach, discussed below, in order to create and enhance organisational sustainability.

Due to the growing significance of this topic in the leadership context, various leadership approaches to organisational sustainability are discussed in the following section.

2.3 Leadership Approaches and Organisational Sustainability

Various leadership approaches have been proposed to promote organisational sustainability, extending far beyond a leader-centric orientation, dyadic leader-follower relationship or a micro-view of leadership, and embracing a macro-level view of organisational leadership. Stakeholder leadership, responsible leadership, ethical leadership, “Sufficiency Economy” philosophy business practices and Sustainable Leadership are macro-level leadership concepts often used in conjunction with organisational sustainability in the literature. These approaches are summarised in Table 2.3, and then discussed more fully.

Table 2.3 Summary of Leadership Approaches and Organisational Sustainability

Leadership Approach	Prominent Researchers	Major Principles
Stakeholder-based Leadership	Ford, 2005; Freeman, 1984; Freeman et al., 2004, 2005, 2010; Karp, 2003; Maak & Pless, 2006; Porter & Kramer, 2011; Schneider, 2002	Stakeholder theory (Freeman, 1984) provides theoretical bases for leadership concepts for corporate sustainability, particularly stakeholder leadership (Ford, 2005; Freeman, 1984; Freeman et al., 2004, 2005, 2010) and responsible leadership (Karp, 2003; Maak & Pless, 2006). These concepts incorporate the importance of leadership, stakeholder management and triple bottom line approaches to enhance organisational sustainability.
Ethical Leadership	Brown & Trevino, 2006; Ciulla, 2004; Resick, Hanges, Dickson, & Mitchelson, 2006; Trevino et al., 2003	Ethical leadership emphasises moral management and ethical treatment to all stakeholders. It fundamentally involves leading in a manner that respects the rights and dignity of others (Ciulla, 2004). Research supports ethical leadership as a leadership approach for organisational sustainability (Brown & Trevino, 2006; Trevino et al., 2003).
"Sufficiency Economy" Leadership Practices	Kantabutra, 2006, 2012c, 2014; Kantabutra et al., 2010; Kantabutra & Siebenhüner, 2011; Khunthongjan, 2009; Piboolsravut, 2004; Puntasen, Premchuen, & Keitdejpunya, 2003	Introduced by His Majesty King Bhumibol Adulyadej, “Sufficiency Economy” philosophy aims to create sustainability in Thailand. Numerous studies (e.g. Kantabutra, 2010; Khunthongjan, 2009; Puntasen et al., 2003) have been conducted to explore its application to ensure balance and sustainability in many domains, including in business organisations. Empirical research (Kantabutra et al., 2010, 2012c) supports the “Sufficiency Economy” leadership practices as an approach for sustainability in organisations.

Table 2.3 Summary of Leadership Approaches and Organisational Sustainability (Cont.)

Sustainable Leadership	Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b, c.	SL offers a holistic approach to building sustainable enterprises. It aims to balance people, profits and the planet over the life of the firm while enhancing humanistic management and striving for longevity of the organisation. Researchers (Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b; Kantabutra, 2011, 2012a, b) provide evidence that organisations adopting SL principles enhance their organisational performance and sustainability.
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Source: Suparak Suriyankietkaew (Author)

2.3.1 Stakeholder-Based Leadership

Stakeholder-based leadership concepts promoting organisational sustainability have been developed in the last decade, based on Freeman's (1984), Freeman, Wicks, & Parmar (2004) and Freeman et al.'s (2010) stakeholder theory. Stakeholder leadership (e.g. Ford, 2005; Schneider, 2002) and responsible leadership (Freeman et al., 2005; Hyatt, Schmieder-Ramirez, & Madjidi, 2010; Maak & Pless, 2006; Székely & Knirsch, 2009) are emerging concepts that integrate stakeholder management and the triple bottom line approaches to organisational sustainability. Stakeholder-based leadership aims to create business values beyond economic gains by including social and environmental responsibility in business practices. Porter and Kramer (2011) support the stakeholder-based leadership approach by advocating that the purpose of the corporation must be redefined to create shared value for stakeholders and society, and not just for profit.

According to Freeman (1984, p.46), a stakeholder is "any group or individual who can affect or is affected by the achievement of the organisation's objective". Thus, stakeholders can include shareholders, investors, employees, customers, business partners and suppliers, governments and regulators, communities, social pressure groups (e.g. NGOs), the media and competitors (Preble, 2005; Wheeler & Sillanpää, 1997), as well as future generations. To achieve organisational sustainability, stakeholder leadership suggests that organisations should develop

positive relationships with their stakeholders (Graves & Waddock, 2000), while balancing the organisation's interests against those of relevant stakeholders (Kotter & Heskett, 1992; Preble, 2005). Stakeholder leadership focuses on trust, communication, collaboration, and stakeholder engagement (Ford, 2005), and helps predict leader effectiveness in organisations (Schneider, 2002).

Linked to the stakeholder approach is the notion of responsible leadership. Due to global vulnerability in social and economic conditions, numerous scholars (Freeman et al., 2005; Hyatt et al., 2010; Maak & Pless, 2006; Székely & Knirsch, 2009) have called for responsible leadership. This concept proposes that companies are also responsible to their workers, their local communities and the environment (Hyatt et al., 2010). Responsible leadership extends beyond the TBL goal (Maak & Pless, 2006) because responsible leaders take care of all relevant stakeholders based on ethical values and trust, while mobilising and aligning people to achieve common objectives through a meaningful shared vision (Maak & Pless, 2006). Managerial development for responsible leadership needs to be at both the organisational and the individual levels (Henry et al., 2009). Taking a long-term perspective, being flexible in change, stakeholder focus, vision, values, ethics, caring for the environment and societal responsibility are core practices of responsible leadership.

While stakeholder-based leadership approaches are growing in popularity, they focus solely on stakeholder management and omit other leadership and management dimensions in order to create organisational sustainability.

2.3.2 Ethical Leadership

Ethical leadership is often promoted as a key to demonstrating good organisational governance, including non-business dimensions of ethicality. Ethics provide the basis for leaders "doing the right thing", and ethical behaviour protects a firm's brand and reputation, reduces risk to the organisation and therefore should be a top priority on any leader's agenda (e.g. Avery, 2005; Brown & Trevino, 2006; Ciulla, 2004; Resick et al., 2006; Hind et al., 2009). This kind of leadership emphasises the moral management and ethical treatment of others (Brown & Trevino, 2006). Ethical leadership fundamentally involves leading in a manner that respects the rights and dignity of others (Ciulla, 2004).

Resick and associates (2006) identify six key attributes of ethical leadership that include integrity, ethical awareness, a community/people-orientation, motivation, encouragement, and an empowering and ethical accountability. Ethical leaders strive to be seen as honest, trustworthy, fair and principled decision-makers who care about people and the broader society, and who behave properly in their personal and professional lives (Brown & Trevino, 2006; Trevino et al., 2003). Empirical research (e.g. Brown, Trevino, & Harrison, 2005) finds that ethical leadership is positively related to trust in the leader, and predicts subordinate satisfaction with the leader and perceived leader effectiveness. Ultimately, it aims for sustainability in organisations.

2.3.3 “Sufficiency Economy” Leadership Practices

In Thailand, the “Sufficiency Economy” philosophy (SEP), introduced by His Majesty, King Bhumibol Adulyadej, is a growing approach to organisational sustainability (Kantabutra, 2012c, 2014; Kantabutra et al., 2010). SEP underlines the Buddhist “middle” path as the overriding principle for Thai people’s conduct and way of life at the individual, family, business and community levels. Its framework comprises three components (i.e. moderation, reasonableness, and resilience, or a requirement for a self-immunity system and two underlying conditions necessary to achieve sufficiency, namely knowledge and morality (Piboolsravut, 2004).

Several studies (Kantabutra, 2012c, 2014; Kantabutra & Siebenhüner, 2011; Khunthongjan, 2009; Puntasen et al., 2003) have explored SEP’s application to ensuring balance and sustainability in many domains, including in business organisations. Adopting the philosophy as a research framework, Kantabutra and his associates (2010) examined 302 business enterprises, and found 10 common practices to be consistent with the SEP, as follows: (1) adopting a long-term perspective in running an enterprise; (2) valuing and continuously developing employees; (3) a concern for a wide range of stakeholders, including future society and generations; (4) nurturing innovation throughout the entire organisation; (5) utilising resources effectively and efficiently; (6) adopting and/or developing effective, inexpensive technologies; (7) carefully and gradually expanding the business; (8) minimising risks by diversifying products, markets and investment portfolios based on the core competencies of the business; (9) sharing knowledge with others; and (10) developing

an organisational culture with ethics, perseverance and diligence as core values. Based on Avery's (2005) three criteria for a sustainable enterprise (i.e. the ability to deliver strong financial performance, the capacity to endure economic and social difficulties, and the capacity to maintain a leadership position in relevant markets), Kantabutra et al. (2010, 2012c) concluded that organisations employing SEP leadership practices are resilient and sustainable in the long run. Built on the previous research, Kantabutra and Siebenhüner (2011) further study relationships between business practices and corporate sustainability performance outcomes among 112 Thai business organizations, including 43 percent of SMEs, and identify five groups of corporate sustainability predictors for sustainable enterprise, consisting of geosocial development, broad stakeholder focus, perseverance, moderation and resilience. To develop further, recent research by Kantabutra (2014) empirically examines relationships between six corporate sustainability predictors (i.e. geosocial development, perseverance, resilience, moderation, sharing and ethics) and three sustainability performance outcomes (i.e. strong performance, crisis endurance and public benefits). His findings support SEP as an approach to corporate sustainability since all predictors, except ethics, directly predict the outcomes in various degrees. Overall, the literature endorses the importance of SEP for corporate sustainability.

2.3.4 Sustainable Leadership (SL)

SL emphasises a holistic leadership approach to sustainability in an organisation, and incorporates key aspects of the three preceding approaches. It has extended beyond the popular notion of organisational sustainability that implies altruism, charity work, or just being "green" (Avery & Bergsteiner, 2010, p.8). The objective of SL is to balance people, profits and the planet, to promote longevity of the firm through evidence-based management practices, thereby embracing a holistic approach toward organisational sustainability (Avery & Bergsteiner, 2010, 2011a). Avery and Bergsteiner (2010) highlight the idea that "Sustainable Leadership helps an organisation to endure over time and weather the inevitable storms that beset an enterprise" (p. 7).

Originally, SL was grounded in the Rhineland model of capitalism (Albert, 1992, 1993; Avery, 2005) but has since expanded and been renamed the 'Honeybee'

business model (Avery & Bergsteiner, 2010, 2011a) to remove geographic connotations implied by the former name. Avery's (2005) study of 28 case studies from diverse regions of the world has led to an initial proposal of 19 SL practices: CEO and top-team leadership, consensus decision-making, ethics, challenging financial markets, strong systemic innovation, knowledge-sharing, long-term perspective, promotion from within, strong organisational culture, strong people priority, high quality, strong staff retention, highly-skilled workforce, strong social responsibility, strong environmental responsibility, broad stakeholder focus, self-governing teams, uncertainty and change considered as a process, plus cooperative union-management relations. Building on that research, Avery and Bergsteiner (2010, 2011a) have expanded the model to 23 SL practices that underpin organisational sustainability to create sustainable enterprises. Four additional SL practices (i.e. trust, innovation, staff engagement and self-management) have been added in Avery and Bergsteiner's (2010, 2011a) latest SL model.

Numerous scholars from diverse countries (e.g. Albert, 1992, 1993; Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b; Handy, 2002; Harris & Twomey, 2008; Kantabutra, 2006, 2011, 2012a, b, c; Ghoshal, 2005; Kemavuthanon & Duberley, 2009; Mintzberg, Simons, & Basu, 2002; Piboolkravut, 2004; Wong & Avery, 2008, 2009) are calling for an alternative approach to the prevailing short-term, shareholder-value focused leadership model, known as the Anglo/US model of capitalism (Avery, 2005), or renamed the "Locust leadership" approach (Avery & Bergsteiner, 2010, 2011a). The evidence shows that Locust leadership principles do not lead to sustained business success. Diametrically opposed to the Anglo/US model of capitalism, Honeybee principles illustrate an alternative approach to promoting a long-term stakeholder focus, and are what organisations worldwide increasingly now practise.

According to Avery and Bergsteiner (2010, 2011a), the Honeybee and Locust approaches represent two diametrically-opposed philosophies for operating businesses, going beyond the triple bottom line elements of financial, social and environmental considerations. They differ considerably in terms of leadership and management philosophy, and effect different outcomes for a firm. Each approach is discussed in more detail below.

2.3.4.1 Locust Leadership

The Locust approach stems from business practices originally promoted by the Chicago School, which are now widely entrenched as “business-as-usual” in many firms; it reflects a self-interested, tough, ruthless, asocial and profit-at-any-cost business philosophy (Avery & Bergsteiner, 2010, 2011a). Dhir (2009) criticises the fact that the ruthless self-interest of corporate leaders has been evident at unprecedented levels in recent decades—scandals of several multinational corporations (e.g. Enron, ABB, Arthur Andersen, Merrill Lynch)—due to a lack of top management commitment to ethical practices. These are examples of Locust-based companies. Locust leadership emphasises and encourages short-term gains and growth to ensure that the enterprise and its shareholders are satisfied with quarterly results (Ghoshal, 2005). Its philosophy is based on the idea that one’s own advantage can be achieved only by making others suffer—a zero sum game (Bergsteiner & Avery, 2011). Organisations operating under the Locust philosophy do whatever is necessary to obtain short-term results, irrespective of the interests of other stakeholders. The Locust approach has been fostered by financial analysts, academics, journalists, management consultants and many investors; however, many scholars (e.g. Albert, 1992, 1993; Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b, c d; Mintzberg et al., 2002) have demonstrated that Locust leadership adversely affects organisations in the long run.

2.3.4.2 Honeybee Leadership

In contrast to the Locust philosophy, Honeybee leadership creates long-term profitability and enhances sustainability in organisations (Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b, c, d). It focuses on balancing benefits for all stakeholders, not just shareholders, and includes a long-term orientation, continuous people development, social and environmental responsibility and other sustainable practices, as discussed further in subsequent sections of this thesis. Many scholars (e.g. Albert, 1992; Avery, 2005; Avery & Bergsteiner, 2010, 2011 a, b, c, d; Bennis & Nanus, 2003; Covey, 1999; Drucker, 1999; Handy, 2002; Kantabutra, 2006, 2011 a, b, 2012 a, b; Wheatley, 2001) are strong advocates of individual Honeybee practices as the strategic foundation of sustainable enterprises. Avery and Bergsteiner (2010, 2011a)

have integrated these individual practices into the Honeybee model. According to the World Business Council for Sustainable Development (WBCSD), Honeybee leadership makes firms more competitive, more resilient, faster to respond and more appealing to customers.

The literature emphasises that organisations can embrace Honeybee principles by extending beyond self-interest to generate a proper balance between economic, social and ecological objectives; developing leadership ability to ensure long-term survival; fostering a strong social core to weather crises; and generating high performance, competitive advantage and organisational sustainability (Avery, 2005; Avery & Bergsteiner, 2010, 2011a, b, c). Research further shows that the long-term Honeybee approach is generally more sustainable and high-performing than Locust short-termism (Avery & Bergsteiner, 2010, 2011a, b, c, d; Kantabutra, 2011, 2012a, b; Kantabutra & Avery, 2013; Kantabutra & Suriyankietkaew, 2013).

2.3.4.3 Conclusion

Overall, the SL or Honeybee approach helps organisations create enduring value while enhancing their competitiveness. SL was adopted as the theoretical framework for this thesis because it is holistic, and focuses on the strategic multidimensional nature of sustainable principles, processes and values needed to create long-term organisational performance and resilience/endurance for an enterprise. It is thus a good grounding for creating organisational sustainability. In the next section, different leadership approaches to creating organisational sustainability are discussed critically, and their differences and similarities are examined.

2.3.5 Linking Leadership Approaches for Organisational Sustainability to SL

As discussed previously, the above emerging leadership approaches are geared for organisational sustainability. Although they emphasise different aspects, they also have many similarities. Table 2.4 illustrates the links among the different leadership approaches to SL, demonstrating that these leadership approaches encompass SL characteristics to various extents.

The stakeholder-based approach encompasses two major leadership concepts (i.e. Stakeholder Leadership and Responsible Leadership). Although both these concepts are based on a stakeholder orientation and the TBL concept, each is linked to SL slightly differently. As Table 2.4 shows, stakeholder-based leadership (SBL) covers the following SL practices: Honeybee people management (i.e. continuous people development, staff retention and amicable labour relations), CEO and top team leadership, long-term orientation, social and environmental responsibility, consensual decision-making, team orientation, knowledge sharing and retention, trust and staff engagement. Responsible Leadership (RL) stresses the importance of SL practices similar to those of SBL. However, RL broadens its scope to include care for all relevant stakeholders through an ethical focus, understanding organisational change, being independent of financial markets, and developing a shared vision and an enabling culture.

Ethical Leadership (EL) highlights ethical conduct within organisations by embracing the following SL practices: valuing employees, exhibiting ethical behaviour, serving all stakeholders, and promoting consensual and devolved decision-making and trust.

Last, “Sufficiency Economy” Leadership Practice (SELP) is an approach highly consistent with SL principles, since its practices explicitly and implicitly match all SL practices except self-management.

In conclusion, SL is a comprehensive leadership approach for fostering organisational sustainability, which combines the core principles of the key leadership practices proposed by other theorists into a single framework.

Table 2.4 Linking Other Leadership Approaches to Organisational Sustainability to Sustainable Leadership

Sustainable Leadership (SL) Practices	Descriptions - SL (Honeybee) Philosophy for Organisational Sustainability (Avery & Bergsteiner, 2010)	Other Leadership Approaches to Organisational Sustainability
1. Developing people	Develops everyone continuously	STL, RL, SELP
2. Labour relations	Seeks cooperation	STL, RL, SELP
3. Retaining staff	Values long tenure at all levels	STL, SELP
4. Succession planning	Promotes from within wherever possible	SELP
5. Valuing staff	Is concerned about employees' welfare	STL, RL, EL, SELP
6. CEO and top team	CEO works as top team member or speaker	STL, RL, SELP
7. Ethical behaviour	"Doing the right thing" as an explicit core value	RL, EL, SELP
8. Long-term perspective	Prefers the long-term over short-term profits and growth	STL, RL, SELP
9. Organisational change	Change is an evolving and considered process	RL, SELP
10. Financial market orientation	Seeks maximum independence from others	RL, SELP
11. Responsible for environment	Protects the environment	STL, RL, SELP
12. Social responsibility	Values people and the community	STL, RL, SELP
13. Stakeholder consideration	Everyone matters	RL, EL, SELP
14. Vision's role in the business	Shared view of future is essential strategic tool	RL, SELP
15. Decision-making	Is consensual and devolved	STL, RL, EL, SELP
16. Self-management	Staff are mostly self-managing	-
17. Team orientation	Teams are extensive and empowered	STL, RL, SELP
18. Culture	Fosters an enabling, widely shared culture	RL, SELP
19. Knowledge sharing and retention	Spreads throughout the organisation	STL, RL, SELP
20. Trust	High trust through relationships and goodwill	STL, RL, EL, SELP
21. Innovation	Strong, systematic, strategic innovation evident at all levels	SELP
22. Staff engagement	Values emotionally committed staff and the resulting commitment	STL, RL, SELP
23. Quality	Is embedded in the culture	SELP

Legend: STL = Stakeholder Leadership, RL = Responsible Leadership, EL = Ethical Leadership, SELP = "Sufficiency Economy" Leadership Practices

Source: Suparak Suriyankietkaew (Author) - adapted from Avery & Bergsteiner (2010, p. 36-37)

2.3.6 Summary

The foregoing discussion highlights the fact that the predominant macro-level leadership theories in the organisational sustainability area share many similar characteristics. Stakeholder-based leadership theories call for leadership acts of stakeholder relationship management and the TBL approach for social responsibility. Ethical leadership underlines ethical business standards in leadership, whereas “Sufficiency Economy” leadership practices encompass the Buddhist middle path in promoting sustainable development. While these different leadership concepts focus on various aspects of leadership and sustainability, SL encompasses much of what the other approaches argue for within a coherent framework. SL is thus an integrative approach that extends beyond these alternative leadership concepts and various sustainability concepts or tools (e.g. TBL, CSR and CR). For these reasons, the holistic SL (Honeybee) model is selected as an appropriate underlying framework for this thesis. Details of the SL model and each of the Honeybee practices are discussed next.

2.4 Sustainable Leadership (SL) Practices

Using the literature, this section describes the importance of each of the SL (Honeybee) practices that drive sustainable enterprises.

Avery and Bergsteiner (2010, 2011a) identify 23 Honeybee practices underlying the SL framework that underpin organisational sustainability as described in Chapter 1. Note that the practices are derived from academic research as well as practice. Most existing leadership research is currently limited by piecemeal variables, rather than developing constellations of leadership behaviours that reflect the complexity of organisational leadership (Boal & Hooijberg, 2001). There is therefore a need to examine multiple sustainable practices in a holistic approach, as offered by the SL model.

Supported by the writings of numerous leadership scholars and derived from many studies (e.g. Albert, 1992, 1993; Bennis & Nanus, 2003; Drucker, 1999; Hamel & Vallikangas, 2003; Hamel & Breen, 2007; Kantabutra, 2011, 2012a, b), SL provides

an integrative leadership framework for creating organisational sustainability. In addition, research demonstrates relationships between diverse SL practices and various business performances in the Thai context. For example, Pongpearchan and Ussahawanitchakit (2011) indicate partially significant relationships between Thai SME visions for sustainable growth and competitive learning ability, market culture implementations, strategic entrepreneurship, management competency, business practice effectiveness, value creation excellence, operational innovation efficiency, strategic advantage, corporate profitability and firm success. Yasamorn and Ussahawanitchakit (2011) indicate the importance of strategic collaborative ability and valuable knowledge competency, outstanding innovation creativity, visions for inter-firm operations, business growth and organisational sustainability in Thai tourism business. An empirical study also highlights the fact that CSR has a significant effect on brand image, organisational reputation, stakeholder acceptance, firm competitiveness, business success and corporate sustainability (Prasertsang, Ussahawanitchakit, & Jhundra-Indra, 2012). Individual Honeybee practices are discussed next.

2.4.1 Continuous People Development

Various researchers (e.g. Bassi, Frauenheim, McMurrer & Costello, 2011; Draper, 2006; Ford, 2005; Higgs, 2003; Kantabutra & Avery, 2013; Maak & Pless, 2006) have found continuous employee development central to sustainable enterprises. Modern leadership needs to continuously increase employee capabilities and enable its talent (Higgs, 2003), thereby helping to ensure organisational sustainability (Ford, 2005; Maak & Pless, 2006). Sustainable organisations value their skilled workforce and human resources, and invest heavily in training and developing their workforce at all levels, from technical skills to interpersonal and management skills (Adamson & Andrew, 2007). Empirical study indicates that continuous employee development is associated with employee satisfaction (Suriyankietkaew & Avery, 2014a). Continuous people development also benefits organisations in several ways, including through increased productivity, profits, share price and shareholder value (Aguinis & Kraiger, 2009; Becker, Huselid, Pickus, & Spratt, 1997; Jacobs & Washington, 2003). It also links with stakeholder satisfaction (Suriyankietkaew & Avery, 2014b). Moreover,

research shows that companies that heavily invest in training and developing their employees outperform those on the Standard & Poor's stock index (Bassi et al., 2011).

2.4.2 Amicable Labour Relations

Close collaboration between management and the representatives of labour, such as unions, is highly valued by sustainable organisations. To promote sustainable organisations, leaders need to have good cooperation and relations with the unions since labour forms part of the stakeholder spectrum (Albert, 1992, 1993; Avery 2005; Avery & Bergsteiner, 2010, 2011a, b). This is based on the principle of joint management while promoting participative management among employees (Danford, Richardson, Stewart, Tailby, & Upchurch, 2005). Having a cooperative union-management relationship that collaborates on necessary change and other initiatives can benefit organisations and their long-term organisational sustainability (Avery & Bergsteiner, 2010, 2011a, b). Research indicates that amicable labour relations are linked to various SL elements, such as job satisfaction and productivity (Danford et al., 2005; Gittell, Von Nordenflycht, & Kochan, 2004), innovation (Michie & Sheehan-Quinn, 2001), and overall reputation and enhanced company performance (Carmeli & Tishler, 2004; Martinez & Norman, 2004). More recent empirical studies reveal that amicable labour relations positively predict enhanced stakeholder satisfaction (Suriyankietkaew & Avery, 2014b).

2.4.3 Long-term Staff Retention

Long-term staff retention influences organisational effectiveness, because more experienced employees can draw on a greater knowledge of organisational and customer goals (Schneider & Bowen, 1985). Sustainable organisations try to retain their people even in difficult times; layoffs for short-term profit are strongly avoided (Avery & Bergsteiner, 2010, 2011a, b, c). To sustain competitive advantage, long-term staff retention is crucial since it helps organisations retain essential skills, knowledge and expertise (Bender & Fish, 2000; Kantabutra & Suriyankietkaew, 2013). Sustainable enterprises usually experience low staff turnover and fluctuation, which in turn reflects positively on their profitability by saving recruitment and other costs when employees leave, and also contributes to enhanced employee satisfaction

(Kantabutra & Avery, 2013; Kantabutra, 2011; Suriyankietkaew & Avery, 2014a). Another benefit is that long-term staff retention is associated with higher productivity (Ichniowski, Shaw, & Prennushi, 1997; Pfau & Cohen, 2003) and cost savings (Cascio, 2002; D'Souza et al., 2005). Empirical research shows that long-term staff retention is a positive predictor of stakeholder satisfaction (Suriyankietkaew & Avery, 2014b). Overall, retaining well-trained and loyal staff benefits organisational performance (Avery & Bergsteiner, 2010, 2011a; Jing, Avery, & Bergsteiner, 2011, 2014b). Consequently, organisations with long-term staff retention tend to outperform their competitors and gain competitive advantage.

2.4.4 Internal Succession Planning

Sustainable enterprises prefer to develop their managers from within the organisation (Avery, 2005; Avery & Bergsteiner, 2010, 2011a). By developing, promoting and carefully selecting managerial talent from inside the firm, companies can enjoy continuity of quality leadership (Collins & Porras, 1994). Succession planning may reduce the organisational turbulence associated with leadership change (Cannella & Lubatkin, 1993). Through internal succession planning, sustainable organisations can preserve their core organisational values, retain a strong and consistent culture and focus on long-term planning and achievement of targets (Avery & Bergsteiner, 2010, 2011a). Effective internal succession planning and talent management can enhance employee engagement, and leverage competitive advantage (Bhatnagar, 2004, 2007; Glen, 2006). An empirical study found that internal succession planning is positively linked to employee satisfaction (Suriyankietkaew & Avery, 2014a). Additionally, succession planning is associated with the increased motivation, productivity and loyalty of employees, which in turn leads to organisational performance (Bolton & Roy, 2004). Research indicates that internal succession planning is linked to firm performance and profitability (El-chaarani, 2013; Kim, 2012; Zajac, 1990), and that organisations with high-quality leadership development and succession management programmes are in turn associated with higher performance (Bernthal & Wellins, 2006).

2.4.5 Valuing staff

Sustainable enterprises care for their people; they value employees particularly for the advantage they provide (Avery & Bergsteiner, 2010, 2011a, b, c). In Honeybee enterprises, people are valued as assets, not regarded as costs. These enterprises provide their employees with employment security, share information, and engage in employee participation and empowerment, self-managing teamwork, and multi-skilling and training of staff across different activities (Sosik, 2005). Valuing staff through employee empowerment is necessary to enhance organisational effectiveness and success, especially during reengineering or process improvement programmes (Lok, Hung, Walsh, Wang, & Crawford, 2005). Focusing on employee needs and benefits, as well as on work-life balance, is integral to SL (Avery, 2005), and sustainable companies provide their employees with benefits and recognition. Paying high wages, incentives, and employee profit-sharing and ownership can also enhance a firm's performance (Allen & Hecht, 2004; DeVaro, 2006; Power & Waddell, 2004). Studies consistently demonstrate that people investment improves the bottom line (Sorensen, 2002). An organisation that values employees outperforms its counterparts (Kantabutra & Suriyankietkaew, 2013). A recent study found that valuing employees has a positive association with employee satisfaction (Suriyankietkaew & Avery, 2014a). Thus, caring for people benefits organisations, increases employee satisfaction and productivity, enhances financial performance, and thus leads to organisational sustainability.

2.4.6 CEO and Top-Team Leadership

The CEO as a member of the top team rather than as a heroic leader often characterises leadership in sustainable enterprises. Team leadership has become essential as organisations deal with increased complexity (Manz, Pearce, & Sims, 2009), in particularly top-team leadership (Escribá-Esteve, Sánchez-Peinada & Sánchez-Peinada, 2009; Lubatkin, Ling, & Veiga, 2006). Sustainable enterprises tend to de-emphasise the role of a single top person, focusing more on the top team leading the management group (Albert, 1992, 1993; Avery, 2005). Here the CEO acts as the speaker for senior management rather than as "the boss". Team leadership at the top ensures continuity of organisational strategy, decision-making and culture when

executives leave (Avery & Bergsteiner, 2011a). Research (Ensley et al., 2006; Peterson, Martorana, Smith, & Owens, 2003) demonstrates that shared leadership of the top management team is important for organisational performance, and that top team management is in turn positively related to organisational performance.

2.4.7 Ethics

Business ethics is essential for modern organisations (Dhir, 2013). Business ethics deal with ethical issues and the morality of business decisions; corporate ethical behaviours begin with top management (Razaei, 2009). Ethical and transparent organisational governance provides an essential foundation for organisational sustainability, demanding that leadership principles be based on ethics and moral principles (Kemavuthanon & Duberley, 2009). Ethics is the key to demonstrating good leadership, and forms a core value of sustainable enterprises (Avery, 2005; Avery & Bergsteiner, 2010, 2011a). Ethical standards are the basis for leaders to “do the right thing” (Allio, 2009). Ethical behaviour is essential in leadership and for effectiveness (Hassan, Mahsud, Yukl, & Prussia, 2013). Ethical leaders oversee and ensure that technical skills are used properly, and generally provide a form of risk management that can protect and enhance a firm’s reputation (Avery, 2005). Balancing long-term strategy against short-term growth in earnings and maintaining a clear path to moving for the firm’s vision require ethical business practices (Henry, et al., 2009; Maak & Pless, 2006), which then enhance business performance and competitive advantage (Buckley et al., 2001; Dose & Klimoski, 1995). Studies show that ethical behaviour enhances employee satisfaction (Koh & Boo, 2001; Koonmee, Singhapakdi, Virakul, & Lee, 2010; Valentine & Fleischman, 2008). Ethics is also linked to a firm’s financial performance (Chun, Choi, & Kim, 2013). Ethical firms perform better financially than their less ethical competitors (Lamsa & Pucetaite, 2006), and better ethics and organisational governance are highly correlated with better operating performance and market valuation (Klapper & Love, 2004; Renneboog, Horst, & Zhang, 2008).

2.4.8 Long-Term Perspective

Scholars are urging organisations to look to the long term for sustainable growth and calling for an essential shift from a short-term to a long-term perspective

(Bennis & Nanus, 2003). A long-term perspective anchors all aspects of sustainable organisations, from long-term CEO tenure, investment in innovation and R&D, knowledge management, employee recruitment, development and retention, as well as strategic thinking (Avery, 2005). Sustainable and prosperous organisations focus on long-term strategies such as stakeholder-oriented relationships, and on long-term investments in their employees and in technologies (Avery & Bergsteiner, 2010, 2011a, b). The literature shows that highly successful organisations adopt long-term perspectives for identifying, developing and managing high-potential employees or talent through succession planning, vision and staff engagement (Kur & Bunning, 2002). Empirical studies (e.g. Suriyankietkaew & Avery, 2014a, b) found long-term orientation to be positively linked to the satisfaction of employees and stakeholders in firms. Companies that emphasise the long-term outstrip those that are bound to the short term (e.g. Kantabutra, 2012a; Kantabutra & Avery, 2013; Kantabutra & Suriyankietkaew, 2013; Sethi, 2002).

2.4.9 Considered Organisational Change

Today's business is faced with globalisation, complexity and rapid change. Change is generally a considered process in sustainable organisations, rather than an ad hoc event (Avery, 2005). Change management is crucial to any organisation in order to survive and succeed in today's highly competitive and dynamic business environment (Todnem, 2005); it is a part of organisational strategy (Burnes, 2004). Pearse (2010) emphasises that resistance to change, or organisational inertia, occurs at different levels of organisations. Hence, social capital dimensions relating to leaders and organisational members need to be considered when managing changes. In sustainable enterprises, major change is carefully planned to ensure new processes and behaviours are compatible with the existing system (Avery & Bergsteiner, 2010, 2011a). Organisations need to promote change and continuous innovation, recognising them as opportunities and not as threats (Drucker, 1999). According to Overholt, Dennis, Lee, Morrison, and Vickers (2007), change is an opportunity, and everyone in an organisation needs to have adaptive capacities for agility and organisational resilience. Previous empirical research has found that change management affects corporate performance—firms with above average business change effectiveness

perform significantly better than those that are below average on business change effectiveness (Guimaraes & Armstrong, 1998). Companies with high adaptive capacities can drive other organisations to perform better in the future (Overholt et al., 2007). The literature also suggests that systematic and considered changes can have positive effects on organisations (Collin, 2001b; Haveman, 1992; Wezel & Saka-Helmhout, 2006). In addition, a more recent study shows that organisational change management is a strong predictor of employee satisfaction (Suriyankietkaew & Avery, 2014a).

2.4.10 Financial Market Independence

The independence from financial markets or other outside influences, such as ministerial interference in government departments, or demands from banks and other lenders to SMEs, is a core value for sustainable companies. Listed sustainable organisations prefer to remain independent of outside interference or influence in order to make their own decisions and retain their own control over how to grow, not depending on analysts, investors or market speculation to guide decisions (Avery, 2005). Sustainable companies balance the demands of the share markets and other relevant outsiders with their own sustainability scenarios (Avery & Bergsteiner, 2010, 2011a). One of the most important tasks ahead of top management will be to balance the conflicting demands being made on business with the need for both short-term and long-term results and with various stakeholders (Drucker, 1999). The decisions of leaders significantly impact the value of organisations (Rehman & Shah, 2013). Performance pressures from the market to protect the interests of shareholders for wealth maximisation could impair decisions made by management (Abels & Martelli, 2012). Some scholars (e.g. Avery & Bergsteiner, 2010, 2011a; Nelson, 2005) suggest that financial markets damage organisational performance through short-term practices that aim to increase shareholder value in the shortest time without care for long-term considerations or for addressing the needs of multiple stakeholders. Sustainable enterprises resist such external pressures that may harm the business. In addition, research reports that board independence has a significantly positive impact on market-based performance (Rehman & Shah, 2013). Various studies also suggest that independence from the market of organisational leaders, directors or board of directors

positively affects firm performance (Bonn, 2004; Bonn, Yoshikawa & Phan, 2004; Choi, Park, & Yoo, 2007; Mura, 2007; Schmid & Zimmermann, 2008) and that an independent board produces superior results (Singhchawla, Evans, & Evans, 2011).

2.4.11 Environmental Responsibility

Environmental responsibility is central to sustainable organisations. Since every creature is a part of the environment and is entitled to a share of clean air, water, other natural resources and a healthy environment, a call for greater responsibility for the environment comes from many stakeholders (Avery & Bergsteiner, 2010, 2011a). Environmental care is a form of risk management, damage control, public relations and brand protection (Avery & Bergsteiner, 2010, 2011a). Environmental responsibility becomes a worldwide concern and vital for businesses (Ambec & Lanoie, 2008; Uecker-Mercado & Walker, 2012). Environmental responsibility plays a pivotal role in financial performance and helps save costs in the long run (Avery & Bergsteiner, 2010, 2011a; Von Paumgarten, 2003;). Research shows that strong environmental management can improve perceived future financial performance (Hubbard, 2009; Klassen & McLaughlin, 1996; Siegel, 2009), and other researchers (e.g. Darnall, Henriques, & Sadorsky, 2008; Rodriguez & Cruz, 2007) report a positive relationship between proactively caring for the environment and business performance more generally. The literature also stresses that leadership is an important factor in environmental responsibility (Gibson, 2012). Generally, aspects of environmental responsibility and sustainability need to be integrated with business management, and in turn affect economic and environmental performance (Wagner, 2007, 2011).

2.4.12 Social Responsibility (Corporate Social Responsibility or CSR)

Social responsibility is important to sustainable organisations. Many scholars (Karp, 2003; Mintzberg et al., 2002; Morsing & Perrini, 2009; Peattie & Morley, 2008; Porter & Kramer, 2006; Spence, 2007) have strongly advocated social responsibility principles as part of organisational sustainability. Henry and associates (2009) emphasise that every corporation should have a mission and vision that are

socially oriented in order to anchor the organisation on something larger than mere economic profits. This is part of the process of building and sustaining consumer loyalty and confidence, market trust, brand and reputation and employer-of-choice status. Firms can undertake CSR activities as part of their social responsibility (Jenkins, 2006; Morsing & Perrini, 2009; Spence, 2007). CSR enhances competitive advantage and business sustainability through stakeholder support, and maintaining a favourable reputation (Porter & Kramer, 2006). Cumulative effects of CSR on a firm's financial performance are positive and strengthen over time, and the results provide support for long-term CSR as positive for a firm's stockholders as well as other stakeholders (Peters & Mullen, 2009). Investors are increasingly ready to pay a premium for companies that manage relations with shareholders, clients and suppliers well (Van de Velde, Vermeir & Corten, 2005). Research suggests that corporations focusing on CSR tend to perform well (e.g. Campbell, 2007; Jenkins, 2006). CSR also has a significant effect on brand image, organisational reputation, stakeholder acceptance, firm competitiveness, business success and corporate sustainability (Prasertsang et al., 2012). Firms engaging in social responsibility activities benefit from cost reduction, competitive advantage, enhanced reputation and legitimacy and win-win outcomes (Kurucz, Colbert, & Wheeler, 2008). Various studies have also found that social responsibility enhances performance in firms (Ameer & Othman, 2012; Madsen & Bingham, 2014; Lu, Wang, & Lee, 2013) and tends to increase a firm's value (Bénabou & Tirole 2010; Moser & Martin, 2012).

2.4.13 Stakeholder Approach

Developing long-term relationships with stakeholders enhances organisational sustainability in various ways. Sustainable organisations commit to long-term relationships with multiple stakeholders—including individuals, employees, the local community, society and even future generations. The literature highlights the importance of stakeholders under increased globalisation, changes in market and government regulations; social movement from unions, NGOs, the widespread power of social media; and the influence of other practices (Campbell, 2007). Enterprises need to take care of groups beyond those inside the organisations themselves by caring for neighbours, community and society, and leadership needs to be visible in caring for

both internal and external stakeholders (Kemavuthanon & Duberley, 2009). Leadership and top management executives influence stakeholder orientation in firms (Crilly & Sloan, 2012). Importantly, engaging stakeholders together with alignment of key internal factors (e.g. human capital/talent, technology, culture, leadership and processes) enhances sustainability in firms (Rhodes, Bergstrom, Lok, & Cheng, 2010). In addition, this SL practice links with the emerging field of Sustainable Human Resource Management (SHRM), linking HRM with sustainability, due to its focus on stakeholders (Mariappanadar, 2003). Research indicates that considering multiple stakeholders enhances organisational performance (Berman et al., 1999; Chung-Leung et al., 2005), financial performance (Harrison & Wicks, 2013) and competitiveness (Harrison, Bosse, & Phillips, 2010) as well as increasing a firm's reputation and profitability (Martinez & Norman, 2004). Focusing on stakeholders provides value that extends beyond economic benefits (Harrison & Wicks, 2013). Research highlights the fact that stakeholder orientation enhances competitive advantages and organisational sustainability (Harrison et al., 2010; Ninlaphay, Ussahawanitchakit, & Boonlua, 2012).

2.4.14 Strong and Shared Vision

Strong and shared vision is an important practice for organisational sustainability. Many scholars (e.g. Bergsteiner & Avery, 2007; Chambers, Drysdale, & Hughes, 2010; Jing, 2012; Kantabutra, 2006, 2010; Kantabutra & Avery, 2006, 2010) emphasise that a powerful and shared vision provides a sense of an organisation's direction. Kantabutra's (2011, 2012a, b) studies indicate that a strong and shared vision is essential in driving corporate performance and sustainability in Thai firms. Research findings (e.g. Bass, 1985; Baum, Locke, & Kirkpatrick, 1998; Jing et al., 2014a; Kantabutra & Avery, 2006, 2010; Senge, 1990) demonstrate that a strong, shared vision between leaders and followers is a key to high performance, including improving team processes and performance (Day et al., 2006; Pearce & Ensley, 2004); and can lead to exceeding customer expectations and increasing customer satisfaction (Kantabutra, 2006, 2009). Empirical research also reports that a strong, shared vision is a key predictor of enhanced stakeholder satisfaction (Suriyankietkaew & Avery, 2014b). An effective, impactful vision shared among emotionally committed followers

enhances both customer and staff satisfaction and can have a positive impact on organisational performance (Jing et al., 2014a; Kantabutra, 2006, 2009; Kantabutra & Avery, 2006, 2010; Kantabutra & Rungruang, 2013).

2.4.15 Devolved and Consensual Decision-Making

Devolving decision-making to the lowest feasible level in an organisation, and promoting consensual decision-making are characteristics of sustainable enterprises. In the literature, consensual decision-making is a highly preferable approach in which decision-making authority is devolved and shared across members (Avery, 2005; Carson et al., 2007; Pearce, Conger, & Lock, 2008). This promotes voluntary and deeper commitment and greater understanding of organisational challenges or goals (Locke & Latham, 1990). Research notes that devolved and consensual decision-making has an implication for leadership development (Chocqueel-Mangan, 2010). Devolved and consensual decision-making enhances the quality and collaborative acceptance of a decision and is strongly associated with good financial and operational outcomes, such as profit and rapid implementation (Avery & Bergsteiner, 2010, 2011a). Empirical research reports that employee participation in decision-making contributes to performance effectiveness and productivity improvement (Kirkman & Rosen, 1999), increases employee satisfaction (Suriyankietkaew & Avery, 2014a), organisational commitment (Scott-Ladd, Travaglione, & Marshall, 2004), and performance in firms (Kantabutra & Avery, 2011).

2.4.16 Self-Management

Self-managing employees also contribute to organisational sustainability. Modern organisations increasingly depend on individual employee self-management (Houghton & Yoho, 2005; Manz & Neck, 2004; Manz et al., 2009; Pearce & Conger, 2003). Sustainable enterprises prefer self-managing employees who are empowered to assess problems, set goals, pursue those goals and reward or sanction themselves for their successes or shortcomings (Avery 2005; Avery & Bergsteiner, 2010, 2011a). Self-management can reduce absenteeism, improve job performance, self-efficacy and self-directed team success (Frayne & Geringer, 2000; Stewart, Carson, & Cardy,

1996). Empirical research shows that self-management is positively related to team performance outcomes and in turn enhanced organisational effectiveness (e.g. Manz & Neck, 2004; Manz et al., 2009; Politis, 2006). Avery and Bergsteiner's (2010, 2011a) research shows that self-management in organisations decreases the need for supervisors, directly enhances financial performance and long-term shareholder value, and indirectly increases brand reputation and customer satisfaction.

2.4.17 Team Orientation

Complexities in the business environment and rapid changes in global markets and the knowledge era have increasingly led organisations to adopt a team orientation. Sustainable enterprises rely on teamwork with competent staff members who collaborate and share leadership and other responsibilities (Avery, 2005; Avery & Bergsteiner, 2010, 2011a). Teamwork in organisations is crucial for business success and competitive advantage (Power & Waddell, 2004; Yukl & Becker, 2006; Zander & Butler, 2010). Teams yield greater flexibility and faster responses to complex changes than many individuals can undertake (Avery & Bergsteiner, 2010, 2011a). Collaboration enables individuals to work together and integrate their diverse knowledge and skills to deal with the strategic and operational challenges confronting their organisations (Gupta, Huang, & Niranjana, 2010). Additionally, Sohmen (2013) indicates that leadership can lead to optimal team performance. Teamwork has been found to be positively associated with decreased employee turnover (Cohen, Chang, & Ledford, 1997; Corderey, Mueller, & Smith, 1991). The literature reports that teamwork leads to positive performance outcomes, including increased job satisfaction, organisational commitment and profitability (Carmeli & Schaubroeck, 2006; Stander & Rothmann, 2009). Teamwork in organisations has a significant relationship with both performance outcomes and staff attitudes, and is related to overall organisational effectiveness (Richter, Dawson, & West, 2011). Teamwork also drives high performance in organisations (Australian Industry Group, 2012).

2.4.18 Enabling Culture

Sustainable enterprises foster strong, enabling organisational cultures. For a business to be sustainable, leaders must nurture a culture that ensures sustainable strategies are well executed (Wong & Avery, 2009). Leadership behaviours have a profound impact on enabling, collaborative organisational cultures (Swearingen, 2009; Tsui et al., 2006; Yang, 2007). Leaders also need to establish effective abilities and create a culture that embraces open-learning and innovation in organisations (Pearse, 2009). Such strong, enabling cultures within an organisation can lead some employees to refer to it as a “special place to work” (Avery, 2005; Collins & Porras, 1994). An enabling culture and set of shared values affect work attitudes and performance by enhancing personal effectiveness, company loyalty, ethical behaviours, working hard, caring and fostering teamwork (Sarros, Butchatsky, & Santora, 1996). Boonpattarakon (2012) highlights that organisational success is strongly enhanced by an organisational culture that enables employees to take initiatives and make decisions, as well as fostering constant learning and knowledge acquisition and management. Tsai (2011) confirms that an enabling culture within organisations is very important, playing a strong role in enabling a happy and healthy environment for employees to work. According to literature reports, organisational performance is dependent on a strong enabling culture (Collins & Porras, 1994; Denison, 1990; Kotter & Heskett, 1992). Building a strong enabling culture can affect brand performance and enhance competitive advantage in firms (Huang & Tsai, 2013). Importantly, an enabling culture promotes a good workplace environment and relationships between the leadership and employees, as well as contributing to positive team communication and collaboration, thereby enhancing job satisfaction (Jacobs & Roodt, 2008; Tsai, 2011; Tsui et al., 2006). Research indicates that an enabling service culture affects performance in Thai hotels (Ooncharoen & Ussahawanitchakit, 2008). Fostering an enabling culture and shared values is also associated with enhanced high performance (Balthazard, Cooke, & Potter, 2006; Eccles et al., 2012; Joyce & Slocum, 2012; Nohria & Ghoshal, 1994; Wong & Avery, 2009) and positively affects customer perceptions of a brand (Yaniv & Farkas, 2005), thereby contributing to organisational sustainability.

2.4.19 Knowledge Retention and Sharing

Sustainable enterprises strongly encourage knowledge retention and sharing, as well as striving to become learning organisations (Avery & Bergsteiner, 2010, 2011a, b, c). Sharing and managing knowledge enhances cooperation and learning capability. Research underlines that organisational learning capability is necessary to sustain competitive advantage and enhance competitiveness in firms (Ussahawanitchakit, 2008). The literature highlights that good leadership supports knowledge sharing (Carmeli, Gelbard, & Reiter-Palmon, 2013). Enterprises gain many advantages from sharing and retaining the knowledge, skills and expertise of their employees, customers and suppliers (Carmeli et al., 2013). The literature highlights that knowledge sharing and transferring improves employee performance (Carmeli et al., 2013) and performance outcomes (Mciver, Lengnick-Hall, Lengnick-Hall, & Ramachandran, 2013; Rhodes, Hung, Lok, Lien, & Wu, 2008). Research shows that knowledge sharing is positively associated with employee satisfaction and performance (Kohansal, Alimoradi, & Bohloul, 2013). Knowledge management leads to better organisational performance (Choi & Lee, 2003; Hsu, 2008; Kalling, 2003) and enhances competitive advantage (Clarke & Turner, 2004; Gjurovikj, 2013; Salazar, Hackney, & Howells, 2003). A study indicates that team knowledge management enhances team creativity and financial performance (Sung & Choi, 2012). Empirical research (Berawi, 2004; Tanriverdi, 2005; Zack, McKeen, & Singh, 2009) links knowledge management directly to financial performance, as well as to non-financial measures such as quality, innovation and productivity.

2.4.20 Trust

Sustainable organisations embrace trust in multiple forms. Trust is one's confidence in another that "the other behaves or responds in a predictable and mutually acceptable manner" (Sako, 1992, p.37). Behaviour based on goodwill and "obligational contractual relationships" (Sako, 1992) is more flexible, agile and adaptive than compliance enforced by formal policies and procedures (McLain & Hackman, 1999). Trust creates positive reciprocal relationships between leaders and their staff (Kemavuthanon & Duberley, 2009) and provides less friction in organisational relations (Clegg, 1997). Research indicates that a trust culture among

employees benefits firms in several ways, by enhancing tacit knowledge transfer and improving organisational innovation (Rhodes et al., 2008). Organisations that work on trust and respect do not need as many rules and procedures to control their people (Bergsteiner, 2012). Importantly, trust in leadership is vital for employee performance (Sharkie, 2009). Sharing information with employees about how companies are performing financially also indicates trust (Avery & Bergsteiner, 2014). Management and employees can effectively improve organisational performance when trusting each other (Avery & Bergsteiner, 2014; Dirks & Ferrin, 2002). Research indicates that a high level of trust results in higher organisational financial performance and job satisfaction (Casimir, Waldman, Bartram, & Yang, 2006; Dirks & Ferrin, 2002; Jing et al., 2014b).

2.4.21 Strategic, Systemic Innovation

Innovation is a tool that drives organisational sustainability. Systemic innovation in product, service, process and management is core to sustainable organisations (Székely & Knirsch, 2009). Importantly, innovation is a key to revival and success in organisations (Slater, Mohr, & Sengupta, 2014). Ramus (2001) highlights the importance of innovation as the heart of transformation into a sustainable enterprise. Sustainable firms foster both incremental innovation from process and management improvement, and radical innovation through R&D while encouraging new ideas at all levels of the organisation (Hamel, 2006). Research suggests that incremental innovation through continuous improvement is one of the key factors for organisations (Boonpattarakarn, 2012). High-performance firms (e.g. IBM, Apple, Atlas Copco, Bendigo Bank) systematically innovate to add value to their businesses while continually providing new solutions for their customers and markets (Avery & Bergsteiner, 2010, 2011a). A meta-analysis provides evidence that innovativeness enhances firm value (Rubera & Kirca, 2012). Innovation encourages employee empowerment, and increases trust and commitment to the organisation (Latting et al., 2004). Various studies provide evidence that innovation leads to better organisational performance (e.g. Nunta, Ooncharoen, & Jadesadalug, 2012; Tellis, Prabhu, & Chandy, 2009; Tsai, 2001; Verhees & Meulenbergh, 2004) and that it is a strong predictor of financial performance (Tellis et al., 2009). Moreover, innovation is

linked to customer satisfaction, competitive advantage and brand and reputation (Bhaskaran, 2006; Muller & Penin, 2006; Tontini, 2007). Moreover, service innovations satisfy customers and improve firm values (Dotzel, Shankar, & Berry, 2013); they also enhance customer engagement and retention (Nanda, Kuruvilla, & Murty, 2013). In addition, radical product innovations offer customer benefits, cost-savings, or an ability to create new businesses, thereby leading to superior organisational performance (Slater et al., 2014). Importantly, leadership is found to affect creativity and innovation in firms (Shanker, Bhanugopan, & Fish, 2012).

2.4.22 Staff Engagement

Sustainable enterprises strive to engage their staff emotionally with the workplace (Avery & Bergsteiner, 2010, 2011a, b). Zhang, Avery, Bergsteiner, and More (2014) indicate that leadership is important for driving engagement. Staff engagement is essential for organisational success (Macey & Schneider, 2008). It affects staff motivation and satisfaction, staff loyalty, commitment to employers and employee retention (Aon Hewitt, 2010; Hausfeld et al., 1994; Medley & Larochelle, 1995). Research indicates that staff engagement is linked to better job performance by employees (Bakker & Bal, 2010). It is thus a strong predictor of employee satisfaction (Suriyankietkaew & Avery, 2014a). Motivated and engaged staffs are found to have a positive impact on financial returns (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). Empirical research demonstrates that staff engagement enhances organisational performance, such as better team performance, customer satisfaction and financial performance (Bakker et al., 2008; Neck & Houghton, 2006; Politis, 2006; Thomas, Dose, & Scott, 2002). Staff engagement is also found to be associated with employee and job satisfaction (Schaufeli, Bakker, & Van Rhenen, 2009; Susan, 2012). Aon Hewitt's (2010) research suggests that engagement can drive bottom-line results and profitability; it further highlights that organisations with high levels of engagement outperform those with low levels of engagement in terms of improved organisational performance through greater shareholder value, lower staff turnover and higher customer satisfaction. A recent study concludes that it is a key predictor of stakeholder satisfaction (Suriyankietkaew & Avery, 2014b).

2.4.23 Quality

High quality can drive sustainability in organisations. Results from a survey of the world's 1000 leading global companies by the World Economic Forum in 2004 showed that 27% of CEOs considered quality in products and services to be their most important measure of organisational success. Organisations that pursue organisational sustainability embed pursuit of the highest quality and excellence in their culture (Albert, 1992). In general, high quality is a key element of organisational success (Boonpattarakon, 2012). Quality can be defined to include product, customers, manufacturing, and service orientation, as well as value for money (Van Kemenade, Pupius, & Hardjono, 2008). Total quality management (TQM) and ISO 9000/9001 are recognised formal systems and controls that measure production and service quality. Superior levels of quality enhance continuous competitive advantage and employee job satisfaction (Pearse, 2003). In service firms, organisational learning capability is essential in order to provide high service quality and promote best performance, (Ussahawanitchakit, 2008). Research demonstrates that improving and maintaining high quality is related to enhanced operating and business performance (Corbett, Montes-Sancho, & Kirsch, 2005; Naveh & Marcus, 2005; Tari & Sabater, 2006), enhanced employee satisfaction and operational performance (Yee, Yeung, & Cheng, 2008), and pays off in terms of customer satisfaction and superior economic returns (Anderson, Fornell, & Lehman, 1994; Lawler, Mohrman, & Ledford, 1995). Empirical evidence reveals significant positive relationships between service quality and employee job satisfaction (Pearse, 2003; Suriyankietkaew & Avery, 2014a). High quality is also linked to strong performance in firms (Australian Industry Group, 2012; Leggatt & Dwyer, 2003; Joyce & Slocum, 2012). A more recent empirical study reveals that quality is an important driver of enhanced stakeholder satisfaction in firms (Suriyankietkaew & Avery, 2014b).

2.4.24 Summary

Supported by the literature, all SL (Honeybee) practices contribute to different performance outcomes and organisational sustainability in different extents. According to the literature, SL principles drive organisations to excellent business operations and superior performance, as summarised in Table 2.5.

Table 2.5 Summary of Empirical Support for SL (Honeybee) Practices

Sustainable Leadership (SL) Practices	Research Support	Finding and Implications
1. Developing people	Adamson & Andrew, 2007; Aguinis & Kraiger, 2009; Bassi et al., 2011; Becker et al., 1997; Draper, 2006; Ford, 2005; Higgs, 2003; Jacobs & Washington, 2003; Kantabutra & Avery, 2013	Continuous people development benefits organisations in several ways, including increased productivity, profits, share price and shareholder value. Companies that heavily invest in training and developing their employees outperform those of the Standard & Poor's stock index.
2. Labour relations	Carmeli & Tishler, 2004; Danford et al., 2005; Gittel et al., 2004; Martinez & Norman, 2004; Michie & Sheehan-Quinn, 2001; Suriyankietkaew & Avery, 2014b	Amicable labour relations are linked to employee satisfaction, overall reputation and enhanced company performance. It is a strong predictor of stakeholder satisfaction.
3. Retaining staff	Cascio, 2002; Dess & Shaw, 2001; D'Souza et al., 2005; Ichniowski et al., 1997; Jing et al., 2014a, b; Kantabutra, 2011; Kantabutra & Avery, 2013; Pfau & Cohen, 2003; Suriyankietkaew & Avery, 2014a, b	Long-term staff retention is associated with higher productivity and cost savings. Retaining well-trained and loyal staff benefits organisational performance. Consequently, organisations with long-term staff retention outperform their competitors and gain competitive advantage.
4. Succession planning	Bernthal & Wellins, 2006; Bhatnagar, 2004, 2007; El-chaarani, 2013; Glen, 2006; Kim, 2012; Suriyankietkaew & Avery, 2014a, b; Zajac, 1990; Zhang & Rajagopalan, 2004	Internal succession planning is linked to firm performance and profitability. Organisations with high-quality leadership development and succession management programs are associated with higher performance.
5. Valuing staff	Allen & Hecht, 2004; De Varo, 2006; Kantabutra & Suriyankietkaew, 2013; Lok et al., 2005; Power & Waddell, 2004; Sorensen, 2002; Suriyankietkaew & Avery, 2014a	Caring for people and positive work environments increase employee satisfaction, productivity and financial performance. An organisation that values their employees outperforms their counterparts.
6. CEO and top team	Manz et al., 2009; Ensley et al., 2006; Escribá-Esteve et al., 2009; Lubatkin et al., 2006; Peterson et al., 2003	Shared leadership in the top management team is important to organisational performance, and is positively related to organisational performance.

Table 2.5 Summary of Empirical Support for SL (Honeybee) Practices (Cont.)

8. Long-term perspective	Kantabutra, 2012a; Kantabutra & Avery, 2011, 2013; Kantabutra & Suriyankietkaew, 2013; Khur & Buning, 2002; Sethi, 2002; Suriyankietkaew & Avery, 2014a, b	Empirical studies found long-term orientation to be positively linked to satisfactions of employees and stakeholders in firms. Companies adopting a long-term orientation outperform their short-term counterparts.
9. Organisational change	Collins & Porras, 1994; Gimaraes & Armstrong, 1998; Haveman, 1992; Overholt et al., 2007; Pearse, 2010; Suriyankietkaew & Avery, 2014a; Wezel & Saka-Helmhout, 2006	Systematic and considered changes can have positive effects on organisations. Also, change management improves corporate performance.
10. Financial market independence	Abels & Martelli, 2012; Avery & Bergsteiner, 2010, 2011a; Bonn, 2004; Bonn et al., 2004; Choi et al., 2007; Drucker, 1999; Mura, 2007; Nelson, 2005; Rehman & Shah, 2013; Schmid & Zimmermann, 2008; Singhchawla et al., 2011	Sustainable enterprises resist external pressures that may harm the business. Various studies suggest that independence from the market positively affects firm performance.
11. Environmental responsibility	Ambec & Lanoie, 2008; Darnall et al., 2008; Gibson, 2012; Hubbard, 2009; Klassen & McLaughlin, 1996; Rodriguez & Cruz, 2007; Uecker-Mercado & Walker, 2012; Wagner, 2007, 2011	Strong environmental management can improve perceived future financial performance. There is a positive relationship between proactively caring for the environment and business performance. Environmental responsibility positively enhances stakeholder satisfaction.
12. Social responsibility	Ameer & Othman, 2012; Bénabou & Tirole, 2010; Cambell, 2007; Karp, 2003; Kuruez et al., 2008; Jenkins, 2006; Lu et al., 2013; Madsen & Bingham, 2014; Moser & Martin, 2012; Peters & Mullen, 2009; Porter & Kramer, 2006; Prasertsang et al., 2012; Van de Velde et al., 2005	CSR enhances competitive advantage and business sustainability through stakeholder support and maintaining a favourable reputation. Cumulative effects of CSR on a firm's financial performance are positive and strengthen over time. Investors are increasingly ready to pay a premium for companies that maintain positive relations with shareholders, clients and suppliers.
13. Consideration for Stakeholders	Berman et al., 1999; Chung-Leung et al., 2005; Crilly & Sloan, 2012; Harrison et al., 2010; Harrison & Wicks, 2013; Martinez & Norman, 2004; Ninlaphay et al., 2012; Rhodes et al., 2010	Considering multiple stakeholders can enhance organisational performance and competitiveness as well as increase a firm's reputation and profitability.

Table 2.5 Summary of Empirical Support for SL (Honeybee) Practices (Cont.)

14. Vision's role in the business	Bass, 1985; Baum et al., 1998; Bergsteiner & Avery, 2007; Chamber et al., 2010; Day et al., 2006; Jing et al., 2014a; Kantabutra, 2006, 2009, 2011, 2012a, b; Kantabutra & Avery, 2006, 2010; Kantabutra & Rungruang, 2013; Pearce & Ensley, 2004; Senge, 1990; Suriyankietkaew & Avery, 2014b	A strong and shared vision among emotionally committed followers enhances both customer and staff satisfaction. It creates a positive impact on team, overall stakeholder satisfaction and organisational performance.
15. Devolved and consensual decision-making	Chamber et al., 2010; Chocqueel-Mangan, 2010; Friedrich et al., 2009; Kantabutra & Avery, 2011; Kirkman & Rosen, 1999; Scott-Ladd et al., 2004; Suriyankietkaew & Avery, 2014a	Employees' participation in decision-making contributes to performance effectiveness and productivity improvement, and increases employee job satisfaction and organisational commitment.
16. Self-management	Avery & Bergsteiner, 2010, 2011a; Frayne & Geringer, 2000; Houghton & Yoho, 2005; Manz et al., 2009; Manz & Neck, 2004; Politis, 2006; Prussia, et al., 1998; Stewart et al., 1996	Self-management can improve job performance, reduce absenteeism, improve self-efficacy and self-directed team success. Self-management is positively related to performance outcomes, team and organisational effectiveness.
17. Team orientation	Australian Industry Group, 2012; Carmeli & Schaubroeck, 2006; Cohen et al., 1997; Corderey et al., 1991; Gupta et al., 2010; Power & Waddell, 2004; Richter et al., 2011; Sohmen, 2013; Stander & Rothmann, 2009; Yukl & Becker, 2006; Zander & Butler, 2010	Teamwork has been found to be positively associated with increased job satisfaction, productivity; and with decreased employee turnover. Teams lead to positive organisational effectiveness and performance outcomes, including increased job satisfaction, organisational commitment and profitability.
18. Enabling Culture	Balthazard et al, 2006; Boonpattarakon, 2012; Collins & Porras, 1994; Eccles et al., 2012; Huang & Tsai, 2013; Jacobs & Roodt, 2008; Joyce & Slocum, 2012; Ooncharoen & Ussahawanitchakit, 2008; Pearse, 2009; Swearingen, 2009; Tsai, 2011; Tsui et al., 2006; Wong & Avery, 2009; Yaniv & Farkas, 2005; Yang, 2007	Fostering an enabling culture and shared values is associated with improved performance. And, enabling culture positively affects brand perceptions in organisations.
19. Knowledge-sharing and retention	Berawi, 2004; Carmeli et al., 2013; Choi & Lee, 2003; Clarke & Turner, 2004; Francisco & Guadamillas, 2002; Gjurovikj, 2013; Hsu, 2008; Gloet & Terziovki, 2004; Kalling, 2003; Kohansal et al., 2013; Mciver et al., 2013; Rhodes et al., 2008; Salazar et al., 2003; Sung & Choi, 2012; Ussahawanitchakit, 2008; Zack et al., 2009	Knowledge management leads to better organisational performance and enhances competitive advantage. It is positively associated with employee satisfaction, as well as directly linking to financial performance and non-financial measures such as quality, innovation and productivity.

Table 2.5 Summary of Empirical Support for SL (Honeybee) Practices (Cont.)

20. Trust	Avery & Bergsteiner, 2014; Bergsteiner, 2012; Casimir et al., 2006; Clegg, 1997; Dirks & Ferrin, 2002; Jing et al., 2014b; Mayer et al., 1995; McLain & Hackman, 1999; Rhodes et al., 2008; Sako, 1992; Sharkie, 2009	Management and employees can effectively improve organisational performance when trusting each other. A high level of trust results in higher organisational financial performance and customer satisfaction.
21. Innovation	Bhaskaran, 2006; Dotzel et al., 2013; 2004; Hamel, 2006; Muller & Penin, 2006; Nanda et al., 2013; Nunta et al., 2012; Rubera & Kirca, 2012; Shanker et al., 2012; Slater et al., 2014; Tellis et al., 2009; Tontini, 2007; Tsai, 2001; Verhees & Meulenbergh, 2004	Innovation encourages employee empowerment, and increases trust and commitment to the organisation. It leads to better organisational performance, and is linked to customer satisfaction, stakeholder satisfaction, competitive advantage, brand and reputation and overall enhanced firms' values.
22. Staff engagement	Aon Hewitt, 2010; Bakker & Bal, 2010; Bakker et al., 2008; Hausfeld et al., 1994; Macey & Schneider, 2008; Medley & Larochelle, 1995; Neck & Houghton, 2006; Politis, 2006; Schaufeli et al., 2009; Suriyankietkaew & Avery, 2014a, b; Susan, 2012; Thomas et al., 2002; Xanthopoulou et al., 2009; Zhang et al., 2014	Staff engagement enhances organisational performance through practices such as better team performance, trust, self-managing employee behaviour, customer satisfaction, employee satisfaction and stakeholder satisfaction and financial performance.
23. Quality	Anderson et al., 1994; Australian Industry Group, 2012; Boonpattarakarn, 2012; Corbett et al., 2005; Joyce & Slocum, 2012; Lawler et al., 1995; Leggatt & Dwyer, 2003; Naveh & Marcus, 2005; Neely et al., 2002; Pearse, 2003; Suriyankietkaew & Avery, 2014a, b; Tari & Sabater, 2006; Ussahawanitchakit, 2008; Van Kemenade et al., 2008; Yee et al., 2008	Improving and maintaining high quality is related to enhanced employee satisfaction, business performance and high performance. It enhances customer satisfaction and stakeholder satisfaction. It provides superior economic returns and enables high performance in firms.

Source: Suparak Suriyankietkaew (Author)

2.5 Sustainability Performance Outcomes (SPO)

Researchers (e.g. Avery & Bergsteiner, 2010, 2011a; Epstein & Roy, 2001; Jing, 2012; Jing & Avery, 2008; Kantabutra, 2006, 2014) have searched for key performance measures for organisational sustainability. In the last decade, diverse sustainability measures (e.g. Dow Jones Sustainability Index (DJSI), FTSE4Good, accreditation processes and standards for sustainability such as AA1000 Assurance standard, SA8000, ISO 14001, and the triple bottom line (TBL) reporting) have been promoted in order to assess sustainability in organisations. These sustainability measures are limited, however, by being narrowly focused on economic measures while only considering certain aspects of sustainability and only to a limited extent (e.g. environmental and social factors) (Székely & Knirsch, 2009; Sridhar, 2011; Sridhar & Jones, 2013). Sridhar (2011), for example, identifies two critical limitations of TBL reporting, namely its limited measurement and the lack of systemic thinking. Although scholars stress the importance of these measures as a good starting point for sustainability in organisations (Sridhar & Jones, 2013), lack of a more balanced focus beyond the economic, environmental and social aspects of organisational sustainability is a shortcoming in the current literature.

Building on previous research (e.g. Kantabutra, 2006), Avery and Bergsteiner (2010, 2011a) found four performance outcomes that enhance sustainability in organisations: (1) brand and reputation, (2) customer satisfaction, (3) financial (operational) performance, and (4) long-term shareholder value. They highlight that “To be sustainable also requires enhancing customer satisfaction, brand and reputation and long-term stakeholder value” (p. 181). These authors propose that a fifth outcome, long-term stakeholder value, is the ultimate goal of a sustainable enterprise although researchers have not yet measured this variable.

In addition, extending Avery’s (2005) proposition in assessing sustainable enterprises, Kantabutra’s (2014) research proposes three sustainability performance outcomes based on the Thai philosophy of “Sufficiency Economy” approach, namely strong performance, crisis endurance and public benefits.

Scholars (e.g. Jing & Avery, 2008; Sridhar, 2011; Sridhar & Jones, 2013) call for future research to examine multiple performance measures using both financial components and non-financial measurements, and in particular to measure

multidimensional leadership and management factors for organisational sustainability. Recognising this gap in the literature, this thesis adopts Avery and Bergsteiner's (2011a) performance outcomes for organisational sustainability, collectively renamed Sustainability Performance Outcomes (SPO): namely brand and reputation, customer satisfaction, financial performance and long-term shareholder value. Due to the limitation of shareholder value measures in unlisted SMEs, shareholder value was not examined in this study. Instead, investor satisfaction is used as a more appropriate measure in the SME context. As suggested by Avery and Bergsteiner (2010, 2011a), long-term stakeholder value is another important performance outcome. Corresponding with the literature, this thesis proposes to measure satisfactions of various stakeholders (i.e. customer, investor, supplier and employee) instead of long-term generic stakeholder value, due to measurement limitations and the need to tailor the constructs to SMEs. To bridge the gap in the literature and advance knowledge in measuring organisational sustainability, this thesis proposes that SPO measurement consists of brand and reputation, customer satisfaction, financial performance, investor satisfaction, and supplier satisfaction, employee satisfaction, as further explained in Chapter 3.

The SPO measurement fundamentally differs from popular sustainability measurements (e.g. DJSI, FTSE4Good, TBL reporting, AA1000 Assurance standard, SA8000, ISO 14001) since it extends beyond the indices and reporting that solely focus on economic, social and ecological dimensions in varying degrees (Sridhar, 2011). Building on Avery (2005) and Avery and Bergsteiner's (2010, 2011a) SL framework, SPO measurement is an integrative measurement of organisational performance outcomes for organisational sustainability.

To what extent SL framework and its SPO measurement contribute to organisational sustainability in the context of Thai SMEs needs to be explored and is described in the next section.

2.6 SL in the Thai SME Context

Research notably highlights the importance of SL for organisational sustainability. However, the SL theoretical concept is based on the Western context, specifically in the context of large corporations. What and how applicable it is in the Eastern world and Asian context, particularly in small and medium enterprises (SMEs) is worth-questioning. This section addresses this literature gap.

Although SL research has been conducted in the form of cases studies mainly in developed countries such as Europe and Australia (e.g. Avery 2005; Avery & Bergsteiner, 2010, 2011a, b, c) only a few case studies (e.g. Kantabutra, 2011; 2012a, b; Kantabutra & Suriyankietkaew, 2013) have been done in developing countries such as Thailand. However, more empirical research is needed to expand current knowledge in the emerging economy of Thailand. Furthermore, the literature mentions the importance of the SME sector and calls for further leadership studies in the SME context (Eccles et al., 2012; Swiercz & Lydon, 2002; White et al., 2007). A study of “high sustainability” organisations (Eccles et al., 2012), plus findings from other researchers, have concluded that future research needs to examine sustainable organisations in small firms. This is a serious gap in knowledge given the major contribution that SMEs make in most economies. Therefore, the thesis seeks to expand the existing knowledge to empirically examine SL in the Thai context as well as understanding which and how the SL practices enhance organisational performance and sustainability in Thai SMEs. The significance of Thai SMEs is elaborated subsequently.

Various publications suggest Thailand’s significance. According to the International Monetary Fund (2012), Thailand, an emerging South-East Asian economy, has the second largest GDP growth in the region with an approximate value of US\$320 billion, and ranks as the 16th largest economy contributing to global nominal GDP growth (2007-2012) (International Monetary Fund, 2012). By 2015, Thailand will be fully integrated within the regional economic integration of the Association of Southeast Asian Nations (ASEAN) Economic Cooperation (AEC), and is ranked the 10th largest economy in the world (International Monetary Fund, 2012). Consequently, regional integration can make Thailand a strategic economy in the region and an important emerging player in the world market. Rapid changes in

business environments, regionalisation and other external influences have inevitably challenged Thai organisations to stay competitive and grow sustainably. According to the Bangkok Bank (2012), this regional economy has grown significantly and ranks the 3rd largest population after China and India, the 10th in terms of GDP value, and had the fastest GDP growth (4.4%) in the world in 2011. Given Thailand's significance, it is crucial for the world economy that Thai businesses adopt leadership practices that drive them toward high performance and organisational sustainability.

Besides its economic significance, researchers (e.g. Kantabutra, 2011, 2012a, b, 2014; Kantabutra & Suriyankietkaew, 2013) suggest a shift for organisational leadership with a long-term orientation and care for all stakeholders in creating sustainable businesses in Thailand. In addition to previous SL studies in Thailand, research (Kantabutra, 2012c, 2014; Kantabutra et al., 2010c; Khunthongjan, 2009; Puntasen et al., 2003) also found that some Thai organisations have adopted a similar approach, termed the "Sufficiency Economy" philosophy that was first promulgated by His Majesty King Bhumibol Adulyadej of Thailand in 1997.

Moreover, the literature signifies that SMEs are important in most economies and calls for further studies of the sector. The characteristics and determinants of growth in SMEs have been the focus of much debate among researchers and practitioners (e.g. Chittithaworn, Islam, Kaewchana, & Yusuf, 2011; Cope, Kempster, & Parry, 2011). Researchers have also shown interest in examining leadership (Swiercz & Lydon, 2002; White et al., 2007) in the area of organisational sustainability in the SME context (Eccles et al., 2012), partly because SMEs are regarded as "little big companies" (Tilley, 2000). Moreover, the SME sector has greatly contributed to the economic and social growth of many countries around the world, including Thailand (Jenkins, 2006; Spence, Schmidpeter, & Habisch, 2003). The Office of Small and Medium Enterprises Promotion (OSMEP) reports that there were over two million SMEs in 2012, amounting to 90% of all business establishments in Thailand, and employing 11 million workers, or 78-79% of the country's overall workforce. Therefore, more research in the SME context is needed to advance the limited knowledge of SME leadership and management.

In conclusion, further research in this area of organisational performance and sustainability in firms into the Thai context is essential in terms of which underlying

leadership and management factors based on SL are in use and how widespread they are among Thai SMEs.

Based on the literature review and in light of the foregoing discussion in this chapter, the following *research hypothesis (H)* has been developed to address the first RQ regarding which essential leadership and management factors are based on SL that underlie organisational sustainability in the context of Thai SMEs.

H1: A unidimensionality of each underlying leadership and management factor derived from SL for organisational sustainability exists in the context of Thai SMEs.

To predict organisational sustainability, relationships between underlying leadership and management factors derived from SL and SPO measurement are investigated and discussed next.

2.7 Relationships between Diverse Leadership and Management Factors and Sustainability Performance Outcomes (SPO)

According to the literature, various leadership and management factors derived from the SL framework can enhance organisational performance to varying degrees. They are predicted to be positively associated with SPO (Avery & Bergsteiner, 2010, 2011a). However, empirical research is limited on the relationships between diverse leadership and management factors and the SPO measurement for organisational sustainability. Therefore, this thesis aims to address this gap and extend current understanding by examining their relationships that the existing literature lacks.

Derived from the literature review and in light of the preceding discussion in this chapter, the following *research hypotheses (H)* have been mainly formed to address the second and third RQ. It is thus postulated that underlying leadership and management factors derived from SL contribute to the SPO measurement as follows:

First, it is expected that there is a positive predictive relationship between underlying leadership and management factors derived from SL, and perceived

performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO). Therefore, the second hypothesis (H2) is:

***H2:** There is a positive predictive relationship between underlying leadership and management factors derived from SL, and perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO).*

Second, it is predicted that the more of these underlying factors an organisation adopts, the higher the SPO will be. Thus, the third hypothesis (H3) is:

***H3:** The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) will be.*

2.8 Perceptual Differences between Organisational Members for Leadership and management in Organisations

In the literature, relatively few studies strive to understand differences between leader and employee perceptions on leadership and management. Comparison studies between their perceptions are currently scarce. Much of past and current research has narrowly focused on understanding organisational leadership, management, and performance in firms by selectively considering either perceptions of leaders or employees. Researchers (e.g. Choi, 2014; Hasson et al., 2013; Ree & O’Karma, 1980) suggest that discrepancies between perceptions of various groups of respondents exist. Research indicates that supervisors and subordinates do not perceive leadership style in the same fashion. Choi (2014) reveals differences in responses of employees and managers when comparing their relative predictive powers of effectiveness of high-performance work systems (HPWS) and corporate performance. Similarly, Hasson and associates (2013) suggest disagreement between subordinates’ and their managers’ perceptions of organisational climate and support, work performance and

organisational outcomes. In contrast, Ismail (2005) found no differences in perceptions of organisational learning between leaders, subordinates and performance. Overall, the literature supports that perceptions of the two groups of respondents differ. To fill in the literature gap, this thesis empirically investigates what differences and similarities present between diverse groups of organisational members on the SPO measurement.

Supported by the literature, it is hypothesised that differences in perceptions between organisational members exist. Thus, it is expected that there is a difference in perceptions between senior executives and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs. As such, the fourth hypothesis (H4) is developed:

***H4:** There is a difference in perceptions between senior executives and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.*

In addition, this investigation seeks to understand what the differences and similarities in responses between the two groups are. Thus, it is expected that each group has different perceptions/opinions about which certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs. Thus, the following hypotheses (H5-6) are postulated.

***H5:** Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.*

***H6:** Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.*

2.9 Conclusion

Based on the earlier discussion in this chapter, there are several research problems and gaps in the existing literature that this thesis attempts to address and contribute further insights into. First, much of the previous research heavily focuses on the micro-level of leadership; however, the literature calls for more empirical research at the strategic, macro-level view of organisational research. Second, the literature criticises the current leadership research for being narrowly focused on certain piecemeal variables that do not reflect the multidimensional complexity of organisational leadership; thus, there is a need to examine multiple sustainable practices in a more holistic approach, as the SL model offers. Third, critics identify a lack of proper measurement frameworks to examine multiple performance measures (i.e. financial and non-financial measurements); therefore, the SPO measurement is proposed as a multidimensional proxy for measuring organisational sustainability. Fourth, the literature calls for future research to consider multiple leadership practices, as SL offers, that drive high performance in organisations. Fifth, the literature addresses a need for empirical investigation of the relationships between SL and organisational sustainability. To rectify these shortcomings, SL, an integrative strategic, macro-organisational level model of leadership, and SPO measurements, constitute the underlying framework for this study. Additionally, to answer the research inquires and expand the current knowledge in the field of organisational leadership, performance and sustainability, the thesis aims to examine the relationships between various leadership and management factors derived from SL and the SPO measurement as well as uncovering any perceptual differences between diverse organisational members regarding leadership and management in firms.

Overall, this chapter has critically reviewed the theoretical and empirical literature associated with leadership, management and organisational sustainability in organisations. Problems and gaps in the existing literature have been identified. Consequently, the hypotheses have been developed. Table 2.6 summarises the research objectives, research questions and hypotheses that underlie the current study in this thesis. The methodology for testing the hypotheses is discussed in the next chapter.

Table 2.6 Summary of Main Research Objectives, Research Questions and Hypotheses

Research Objective (RO)	Research Question (RQ)	Sets of Research Hypotheses (H)
RO1: To identify which leadership and management factors derived from Avery and Bergsteiner's (2010, 2011a) Sustainable Leadership (SL) framework underlie organisational sustainability in the context of Thai small and medium enterprises (SMEs).	RQ1: What are the essential leadership and management factors derived from SL that underlie organisational sustainability in the context of Thai SMEs?	H1: A unidimensionality of each underlying leadership and management factor derived from SL for organisational sustainability exist in the context of Thai SMEs.
RO2: To empirically investigate whether certain underlying leadership and management factors derived from SL contribute to performance outcomes and organisational sustainability based on Sustainability Performance Outcomes (SPO) measurement across Thai SMEs.	RQ2: Which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs?	H2: There is a positive predictive relationship between underlying leadership and management factors derived from SL and perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO).
	RQ3: To what extent do underlying leadership and management factors derived from SL contribute to performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs?	H3: The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) will be.

Table 2.6 Summary of Main Research Objectives, Research Questions and Hypotheses (Cont.)

<p>RO3: To identify any differences in perceptions between senior executives (organisational leaders) and employees about which underlying leadership and management factors derived from SL predict enhanced organisational performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) measurement in Thai SMEs as well as comparing their perceptual differences.</p>	<p>RQ4: Are there any differences in perceptions between senior executives (organisational leaders) and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs? If any, what are the differences?</p>	<p>H4: There is a difference in perceptions between senior executives and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs</p> <p>H5: Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.</p> <p>H6: Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.</p>
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CHAPTER 3

RESEARCH METHODOLOGY

Chapter 3 addresses the research method and design employed to answer the research questions and test the hypotheses developed in Chapter 2. The first section explains the research method and design strategy. Justification of the selection of the population, unit of analysis, sample size, sample selection and approach are discussed. The second part of the chapter describes details of the methodology used for data collection, and justifies the selection of questionnaire survey method and design. Finally, measures of variables and their operational definitions are expounded. Overall, this chapter forms a foundation for the data analysis detailed in Chapter 4.

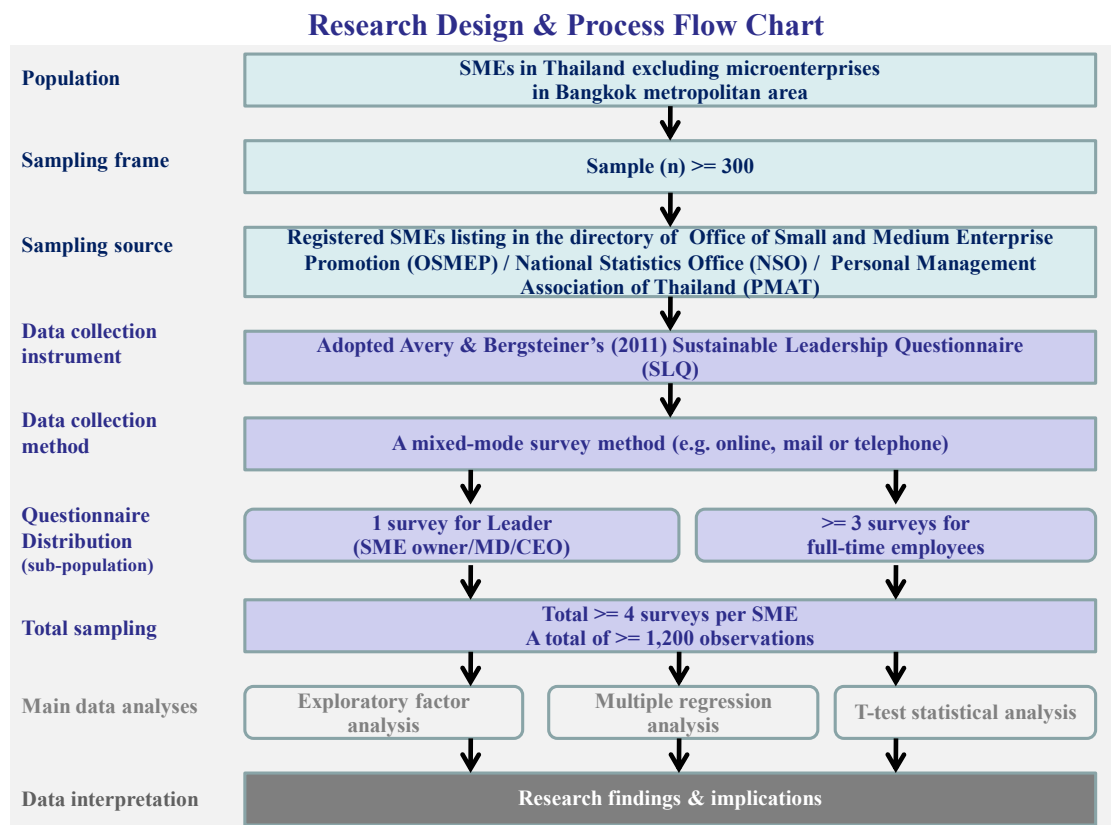
3.1 Research Design

Selecting an appropriate research design is crucial for obtaining data, determining appropriate techniques for analysis, and interpreting the results (Brewerton & Millward, 2004). To address the research objectives and research questions, quantitative research was mainly employed in the empirical examination of this thesis, as briefly explained in the last part of this chapter (see Section 3.9) and specified in Chapter 4. Such research emphasises quantification in the collection, measurement and analysis of data (Bryman & Bell, 2007). It is an organised method of combining deductive logic with quantified empirical evidence to discover and confirm a set of probabilistic aspects explaining a phenomenon (Cavana, Delahaye, & Sekaran, 2001).

Specifically, a cross-sectional survey design, one of the most frequently used methods, widely adopted by numerous leadership and management scholars (e.g. Ahearne, Mathieu, & Rapp, 2005; Baum et al., 1998; Carson et al., 2007; Chittithaworn et al., 2011; Ensley et al., 2006; Jing et al., 2014a, b; Vecchio et al.,

2010; Stander & Rothmann, 2009), was employed for this empirical research to explain the SL phenomenon, particularly in the Thai SME context.

In undertaking the empirical research for this thesis, the research design and methodology described below was adopted. A more detailed justification of the selection of the population, unit of analysis, sample size, sample selection and approach is discussed in subsequent sections. Additionally, questionnaire design and development is described in the later part. Finally, various statistical methods for data analysis used in this study (i.e. factor analysis, multiple regression analyses and t-test statistic) are detailed in the last section of this chapter. Figure 3.1 provides a summary of the research design and process flow chart for this study.



Source: Suparak Suriyankietkaew (Author)

Figure 3.1 Summary of Research Design and Process Flow Chart

Data gathering was conducted over a period of eight months, from April to November, 2013. A total of 1,559 questionnaires were collected from both senior executives and their employees in 366 Thai SME firms, with a 65% response rate. All procedures regarding data collection in this study were reviewed and approved by the MGSM Ethics Sub-Committee.

Ultimately, the research design of this thesis was contrived to answer the RQs and test the hypotheses in the most effective way within the available resources. The choice of population and sample is explained next.

3.2 Population and Sample

In this section, the population, sampling frame, sample size, and unit of analysis are discussed in turn.

3.2.1 Population

Thai SME firms were the targeted population, chosen for the reasons explained below.

3.2.1.1 Significance of Thailand

Thailand was selected as the study context for two main reasons. First, it has played a significant role in South-East Asia in terms of economic growth, and as a leading nation in the regionalisation of AEC (ASEAN Economic Cooperation), as previously discussed in Chapter 1. By 2015, Thailand, one of the leading and founding members of the Association of Southeast Asian Nations (ASEAN) community, will be fully integrated within the ASEAN Economic Community (AEC)—making Thailand a strategic economy in the region and an important emerging player in the world market. Rapid changes in business environments, regionalisation and other external influences have inevitably challenged Thai organisations to stay competitive and grow sustainably. Second, researchers (e.g. Kantabutra, 2011, 2012a, b; Kantabutra & Suriyankietkaew, 2013) suggest a shift for organisational leadership with a long-term orientation and care for all stakeholders in creating sustainable businesses in Thailand. This is consistent with the Thai King's "Sufficiency Economy Philosophy" business

practices. According to Rungfapaisarn (2012), the sustainability revolution creates one of the biggest business opportunities for Thailand. These research findings may help advance current leadership knowledge in Thailand and possibly apply to other emerging Asian countries.

The literature notes the importance of the SME sector and calls for further leadership studies in the SME context (Eccles et al., 2012; Swiercz & Lydon, 2002; White et al., 2007), and therefore, investigating the neglected SME context advances management knowledge.

3.2.1.2 Significance of SME Sector

The official definition of SME in Thailand is based on the value of fixed assets or number of full-time employees (Norlaphoompipat, 2008). A summary of the Thai SME definition is shown in Table 3.1. According to the Institute of Small and Medium Enterprises Development (ISMED) in Thailand, SMEs are classified into three board sections: (1) Production sector (i.e. agricultural processing, manufacturing and mining); (2) Service sector (i.e. hotels and restaurants, transportation and storage, financial intermediation, real estate activities, education, health/social work and other services); and (3) Trading sector (i.e. wholesale and retail).

Table 3.1 Definition of SMEs

Sector	Small		Medium	
	No. of employees	Number of fixed assets (excl. land) (Thai Baht million)	No. of employees	Number of fixed assets (excl. land) (Thai Baht million)
Manufacturing	50 or less	50 or less	51 -200	more than 50 - 200
Services	50 or less	50 or less	51 -200	more than 50 - 200
Trading				
Wholesale	25 or less	50 or less	26 - 50	more than 50 - 100
Retail	15 or less	30 or less	16 - 30	more than 30 - 60

Source: Institute for Small and Medium Enterprises Development (Norlaphoompipat, 2008)

The SME sector was selected for this thesis for two key reasons. The literature signifies the importance of SME in most economies and calls for further studies of the sector. The characteristics and determinants of growth in SMEs have been the focus of much debate among researchers and practitioners (e.g. Chittithaworn et al., 2011; Cope et al., 2011). Researchers have also shown interest in examining leadership (Swiercz & Lydon, 2002; White et al., 2007) in the area of organisational sustainability in the SME context (Eccles et al., 2012), partly because SMEs are regarded as “little big companies” (Tilley, 2000). The SME sector has also greatly contributed to the economic and social growth of many countries around the world, including Thailand (Jenkins, 2006; Spence et al., 2003). The Office of Small and Medium Enterprises Promotion (OSMEP) reports that there were over two million SMEs in 2012, amounting to 90% of all business establishments in Thailand, and employing 11 million workers, or 78-79% of the country’s overall workforce. Further research in the SME context is therefore needed to advance current knowledge of SME leadership.

3.2.1.3 Sub-population

There are two sub-populations in this study, termed (1) senior executives, and (2) employees. Each group is defined as follows.

Senior executives refer to those who lead, oversee and are in charge of their overall organisations. They may be called or titled: business owner, president, chief executive officer (CEO), top executive, top director, or managing director (MD). The researcher was interested in collecting data from these organisational leaders so as to understand their leadership behaviours and gain insight into their perceptions about the organisation, its systems and its outcomes.

Employees are defined as those who work under the senior executives. The researcher was interested in full-time staff, male and female. In this study, employees include all levels of managers, except top leaders or executives, and all other staff. The objective is to obtain employee perceptions of their leaders’ behaviours and also employee perceptions of the organisation, its systems and its outcomes.

3.2.2 Sampling Frame

The population in this study theoretically covers all SME businesses in Thailand. However, in practice it was not possible to include every Thai SME in the research study. Researchers (e.g. Swierczek & Ha, 2003) indicate that a common problem in conducting empirical studies in Thailand is the lack of available systematic, named list records of the population. Therefore, a sampling frame from the population needed to be developed to ensure representativeness, effectiveness and efficiency of this research (Burns & Bush, 2006).

The chosen sampling frame comprised mainly organisational members (i.e. organisational leaders and employees) from Thai SMEs in the non-agricultural sector with fixed assets of less than 200 million Baht and fewer than 200 workers, and located in the Bangkok metropolitan area. The reason for this sampling frame is as follows.

According to the OSMEP (2012), the non-agricultural sector plays a vital role in Thailand's GDP growth, since it accounts for 87.6%, while the agricultural sector contributes only 12.4%. The manufacturing, trade (retail/wholesale) and service sectors were therefore selected as the focus of this study. Microenterprises (MIE) (Allal, 1999)—those very small businesses with invested capital less than 500,000 million Baht and fewer than five employees, such as small retailers, hairdressers and other single owner-operator family businesses—were excluded from the sample, which focused on SMEs. Since the Bangkok metropolitan region (Bangkok and the five adjacent provinces of Nakorn, Pathom, Nontaburi, Pathmum Thani, Samut Prakan and Samut Sakon) accounts for almost 50% of all SMEs in Thailand (OSMEP, 2012), SMEs located in this region were the targeted sample.

For this study, SME refers to a small and medium-sized enterprise that falls into the definition given by ISMED, including the production or manufacturing sector, but excluding agricultural business; the service sector (i.e. hotels and restaurants, transportation and storage, financial intermediation, real estate activities, education, health/social works and other services); and the trading sector (the non-agricultural sector with fixed asset less than 200 million Baht and fewer than 200 workers), located in the Bangkok metropolitan area.

Importantly, this study aims to ensure the representativeness of the SME sample. In so doing, the sampling frame in this study was established to align with the SME population, as referenced by OSMEP (2012). Appendix C indicates details of the sample frame and justifications in more detail.

3.2.3 Sample Size

In this study, determining an appropriate sample size was crucial to ensure representativeness of the population, statistical robustness and reliability of the research results. Sample size plays a role in assessing and anticipating the statistical power of the proposed analysis and can be set to meet the requirements of an acceptable analysis (Hair, Black, Babin, Anderson, & Tatham, 2010). To answer the research questions and test the hypotheses, the researcher needed to employ various multivariable analysis techniques, particularly factor analysis and multiple regression analysis, as discussed in Chapter 4.

For factor analysis, a minimum of 5 or at least 10 observations per variable is recommended by the literature (Hair et al., 2010; Meyer, Gamst, & Guarino, 2006). Since there are 23 SL elements and a SPO measurement, a sample of at least 120, and preferably more than 240, is required to perform the factor analysis.

For multiple regression analysis, the rules of thumb specify that a minimum ratio of observations to independent variables of 5:1, and preferred ratios of 15:1 or 20:1 are needed to ensure appropriateness and adequate statistical power (Hair et al., 2010). According to Hair et al. (2010), a sample size of at least 100, and preferably around 350, is necessary for the current study because it has 23 independent variables.

To meet the statistical requirements and ensure robustness and adequate statistical power for both analyses, the researcher obtained a sample size of 1,559 observations from both senior executive (organisational leaders) and their employees in 366 Thai SME organisations.

3.2.4 Unit of Analysis

The unit of analysis in this study consisted of the individual members of organisations, namely senior executives (organisational leaders) and employees. In the literature, little attention had been paid to the influence of a leader on organisational

processes and outcomes (Judge & Piccolo, 2004; Yammarino, Dionne, Chun, & Dansereau, 2005). Consequently, it is essential to collect data from these organisational members to understand the holistic influence of a leader on organisational processes and outcomes and to gain better knowledge of employees' perceptions of how organisations are operated, and their links with diverse outcomes in this study.

3.3 Sample Selection

Approaches and procedures used to obtain the sample and recruit the potential participants/respondents for the survey study are explained in this section. Research assistants were recruited and trained via the process described next.

3.3.1 Sampling Approach

Due to high costs, and the unavailability of systematic named list records of the population to researchers in Thailand (Swierczek & Ha, 2003); it was not possible for this study to include all cases from the population in the sampling frame. To maximise the response rate within the limited time and resources of this study, the researcher approached and collected data from prospective participant SME organisations using two parallel sampling approaches: (1) a probability systematic sampling method, and (2) convenience sampling method.

3.3.1.1 Probability Systematic Sampling Approach

To ensure representativeness and efficiency in approaching the sample organisations and collecting data, the sampling frame was drawn from the most representative and up-to-date reliable government sources and directories, that is, the Office of Small and Medium Enterprises Promotion (OSMEP), National Statistics Office (NSO) and Personnel Management Association of Thailand (PMAT). These governmental and professional bodies usually maintain their own databases of active SME organisations in Thailand.

To gain access to each SME database, the researcher approached each supporting organisation using a cover letter, containing information to introduce the research study, gain approval and consent from potential participants (see Appendix D and E). The letter contained all necessary information regarding the research purpose, procedures, and the researcher's contacts for further enquiries. After approaching these potential supporting organisations, the researcher gained approval for the use of active SME databases from two governmental organisations, namely OSMEP and NSO. In addition, the researcher was able to obtain a 2012 membership directory from PMAT through its annual membership subscription, and the directory was used as an instrument to gain organisational access.

Potential participant SME organisations that were listed in the databases were approached using systematic probability sampling. Systematic probability sampling is a method to select random samples from a directory or list using a systematic skip interval from the population list (Burns & Bush, 2006). In this study, the systematic probability sampling method was employed to define appropriate SME samples using a skip interval of 10. According to Black (2012), the sampling method starts by selecting an element from the list at random and then every k^{th} practice in the frame is selected, where k , the sampling interval (sometimes known as the *skip*), can be calculated as:

$$k = \frac{N}{n}$$

(where n is the sample size, and N is the population size).

Since there were approximately 3,000 SME organisations listed in the databases (N) and the researcher aimed to collect data from 300 SME organisations (n), every 10th organisation (k) in the listing was selected in the sampling frame. However, if SME contacts were invalid, the researcher continued to select every 10th organisation in the sample list to replace losses.

According to the literature, probability systematic sampling is advantageous because a sample can be randomly chosen to ensure approximate known and equal chance of selection from the list(s), and it was much more efficient than using simple random sampling, although this sampling method might suffer a small loss in

sampling precision (Churchill & Brown, 2007). Since it was impossible to include the entire population in the sample, a small loss in precision was unavoidable. It was mitigated by the careful selection of the sampling method. Moreover, probability systematic sampling is commonly associated with survey-based research and enables budgetary economy in terms of time and money spent (Bryman & Bell, 2007). Thus, it was considered an appropriate sampling method for this study.

3.3.1.2 Convenience Sampling Approach

In addition to the probability systematic sampling method, a convenience sampling approach, one of the most common sampling techniques in the social and behavioural sciences (Teddlie & Yu, 2007), was simultaneously employed for data collection in order to gain efficiency and a maximum response rate within limited time and resources. Its key advantages include drawing respondents who are easily accessible and willing to participate in a study (Teddlie & Yu, 2007). Although convenience sampling is a non-probability sampling method resulting in a less representative population, it was a fast, inexpensive and easy method that allowed respondents samples to be included at the convenience of the researcher (Churchill & Brown, 2007). Using convenience sampling, potential respondents, based on the pre-defined criteria as previously described for the sampling frame, were efficiently approached at the convenience of the researcher, and asked for their voluntary participation. With support from College of Management, Mahidol University (CMMU) and an approval from Dean, the CMMU alumni database was obtained for the research purpose. The researcher then contacted these alumni via an introduction e-mail with a link to an online survey, as discussed later. Moreover, the researcher attended corporate functions and business associations in Bangkok to invite potential SME respondents to participate in the research study on a voluntary basis. If they were interested, the researcher asked for their telephone number or e-mail contact for further survey distribution. To ensure consistency, the approach discussed in Section 3.3.3 was followed. Although this method has been criticised for its less rigorous technique, it enabled the researcher to expedite the data collection process, and allowed for greater efficiency within the limited resources of this study. However, its generalisability should be approached with caution.

In conclusion, a data collection team, comprising the researcher and the recruited RAs, approached the targeted respondents using both probability systematic sampling and non-probability convenience sampling. To ensure efficiency and effectiveness, the RAs first approached potential respondents derived from the probability systematic sampling, since they could systematically work on the pre-selected, listed SMEs, while the researcher principally approached potential SME organisations based on convenience sampling in order to mitigate sample selection errors or biases.

The next step includes recruiting, training and managing research assistants (RAs) prior to identifying and approaching respondents for further data collection.

3.3.2 Recruiting, Training and Managing Research Assistants (RAs)

As part of selecting the SME sample, the researcher recruited and trained three research assistants (RAs) to assist in data collection. This section describes how the RAs were recruited and trained, and the procedures for approaching respondents.

RAs were recruited from among mature university students in Thailand, using a poster announcement. In general, RAs were required to have at least some experience in survey research data collection, good communication skills, maturity and responsibility. The researcher interviewed applicants and recruited three RAs who held the required qualifications.

RAs were trained and briefed about research objectives and procedures, but were not informed about specific hypotheses to ensure that they could not influence respondents' answers. Prior to actual data collection, RAs were trained in a three-hour session about questionnaire contents, data collection instructions, appropriate procedure by which to approach the respondents, ethics and any difficult issues that might arise while conducting the survey. The seriousness of the project and the importance of the accuracy of their respondents' responses were emphasised. In the training session, RAs were asked to role play to ensure that the research survey could be conducted appropriately; the researcher also provided the RAs with feedback about how to improve approach procedures.

RAs were given a nine-step systematic survey procedure for approaching respondents (i.e. senior executives and employees), as illustrated in Section 3.3.3, and a detailed procedural flow chart of the mixed-mode survey employed in the study, as depicted in Section 3.4. This was done to demonstrate the step-by-step approach to systematic standardisation and consistency of data collection.

Each RA received a list of potential SME contacts that had been put together using the probability sampling method, as described in Section 3.3.2. A list of pre-selected names based on supporting government and professional databases was provided for each RA. To keep track of the research progress, each RA was asked to send a report to the researcher via e-mail at the end of each operating day.

To validate the procedure, the researcher also checked respondents randomly by phoning to monitor RAs and observing RAs in action. Some respondents were asked if the RAs had actually called. Had the researcher detected a dishonest RA, then their questionnaires would have been checked and excluded from the study if necessary, and the RA would have been replaced by another assistant. No dishonest RAs were detected, and no replacements were necessary.

The RAs received immediate support and guidance from the researcher by phone. Bi-weekly coordination meetings were held to discuss any issues that arose. In addition, guidance and motivation were provided to ensure RAs followed the appropriate procedure and that data collection was successful.

3.3.3 Approaching Respondents (Senior Executives and Employees)

To approach senior executives and employees, the following nine-step approach to systematic, standardised survey procedure (see Figure 3.2) was used:

(1) Before approaching senior executives and employees, the RA attempted to gain organisational access by contacting each potential respondent by phone. Prior to approaching respondents, the RA needed to acquire each respondent's name/position via an online search or a phone call for ease of access.

(2) The RA asked to talk to the respondent by using his/her name (if possible) or by position. If he/she was available, then the procedure was continued. If he/she was not available, then the RA called back. After three unsuccessful follow-up attempts, the RA excluded the name, and the researcher provided a replacement.

(3) The research project was introduced to the potential respondent, and then he/she was asked for voluntary participation.

(4) The RA needed to acquire consent for participation—if he/she agreed to voluntarily participate, and then the procedure was continued. But if no consent was given, the RA thanked the person and ended the survey.

(5) If the respondent's consent was given, the RA asked for a preferred survey mode, either online or mail (see Section 3.4). If the respondent instead chose to voluntarily conduct the survey over the phone as more convenient, the RA recorded each response using the online questionnaire survey.

(6) After his/her preferred mode had been selected, the RA asked for his/her personal contact, an email or mailing address, and noted this detail in the daily report for further questionnaire distribution.

(7) To identify employees, each senior executive or HR officer was asked to suggest 3-5 people who might be willing to voluntarily participate in the survey.

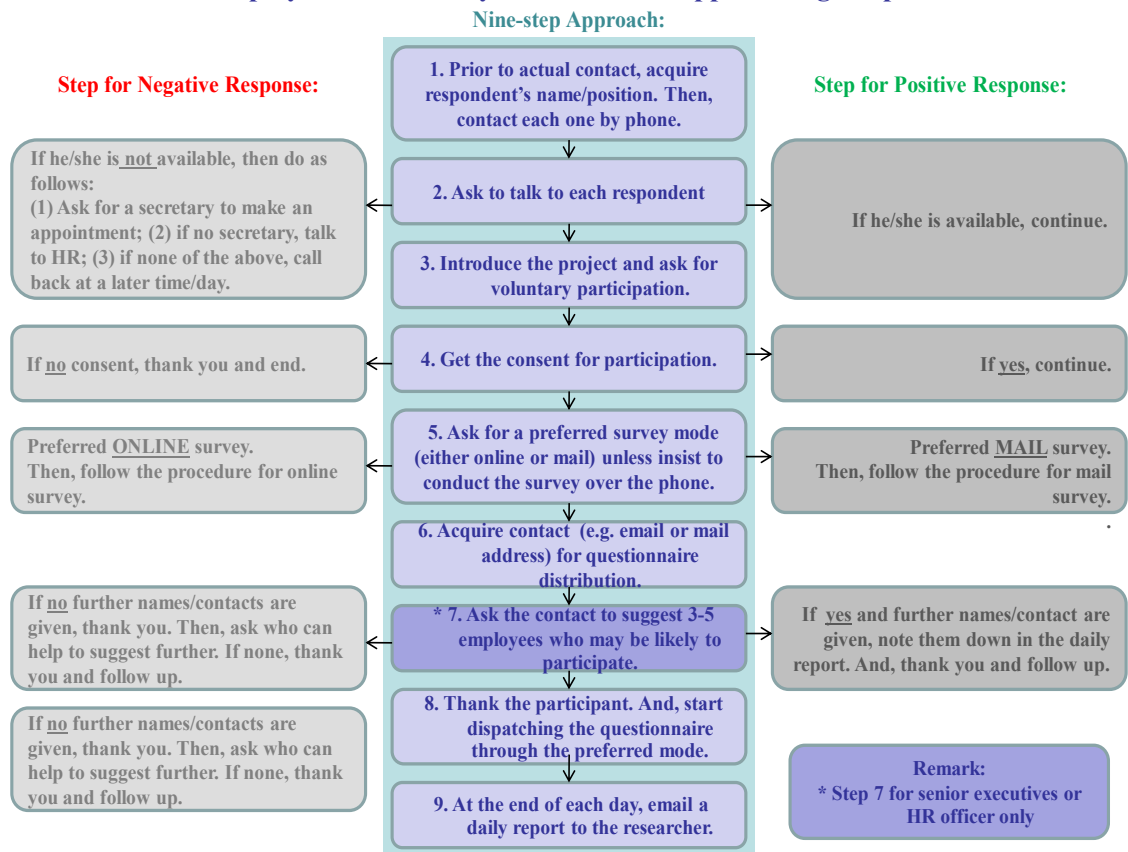
(8) Finally, the RA thanked each respondent and dispatched the questionnaire according to the respondent's preferred mode.

(9) At the end of each working day, the RAs summarised the number of dispatched questionnaires, reported the research situation using the daily report, and emailed it to the researcher.

In sum, both senior executives and the employees of participating organisations were approached to complete a mixed-mode survey, offering them the opportunity to respond online, by mail or over the telephone.

Next, the mixed-mode survey method is discussed, along with the justification of the employment of each mode in approaching potential participants.

Nine-Step Systematic Survey Procedure for Approaching Respondents



Source: Suparak Suriyankietkaew (Author)

Figure 3.2 Summary of Systematic Survey Procedure for Approaching Respondents

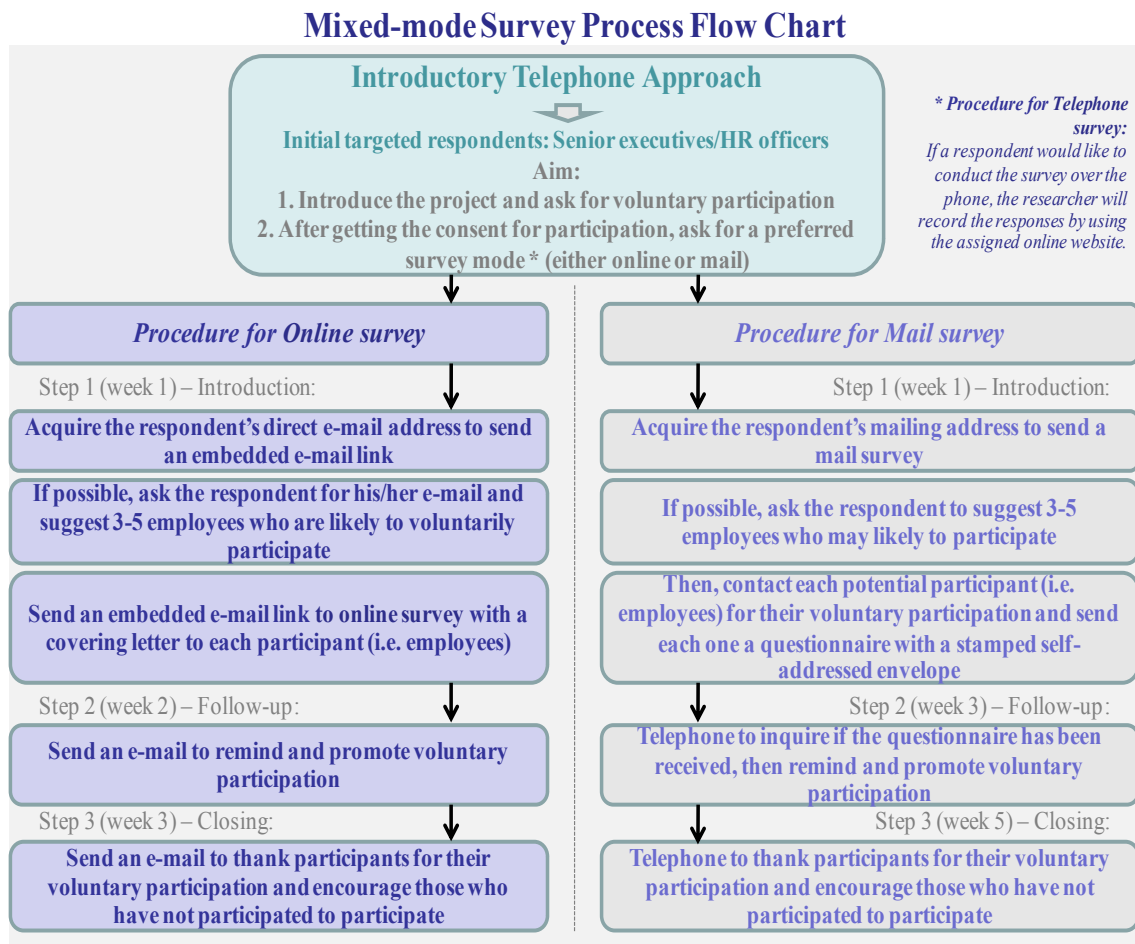
3.4 Mixed-mode Survey Method

In this study, a mixed-mode survey method, consisting of online, mail and telephone, was used to approach potential participants. The justification and appropriateness of the choice of the mixed-mode survey is discussed and the systematic, standardised procedural plan is explained below.

The mixed-mode survey method is one of the major survey trends of the early 21st century, and allows respondents to select their preferred mode for the completion of surveys (Dillman et al., 2009). The employment of different modes and the use of one mode as a means of improving responses over another mode significantly increase the response rate; therefore, switching modes can be effective in maximising response rates compared with reliance on a single mode (Dillman, 2007; Dillman et al., 2009). The literature indicates that when individuals are given a choice of survey mode, they are more likely to respond (Greenlaw & Brown-Welty, 2009). Research indicates using a mixed-mode survey method results in a higher response rate, improved coverage and survey validity (Converse, Wolfe, Huang, & Oswald, 2008; DeLeeuw, 2005; Dillman et al., 2009; Greenlaw & Brown-Welty, 2009; Kiernan, Kiernan, Oyler, & Gilles, 2005). For these reasons, the mixed-mode survey method was employed in this study to ensure maximum response rate and coverage of the samples while complexity in the data collection and measurement differences were mitigated, as described next.

As supported by the literature, the mixed-mode survey allowed the current researcher to use multiple data collection methods and take advantage of their strengths in achieving the study goals (Burns & Bush, 2006), although it added complexity to data collection and could impact measurement differences between different modes in this study (Dillman, 2007).

To benefit from the strengths of the mixed-mode survey and mitigate its weaknesses, the researcher outlined a systematic standardised procedure for each mode, as illustrated in the process flow chart summary (see Figure 3.3). The systematic, standardised procedure was used to ensure accuracy and standardisation in data collection.



Source: Suparak Suriyankietkaew (Author)

Figure 3.3 Summary of Systematic, Standardised Mixed-Mode Survey Procedure

The initial contact was aimed at each organisational leader or HR manager who might act as an organisational gatekeeper, asking for his/her voluntary participation in the survey and to encourage employees to volunteer. The researcher approached potential respondents, initially using only a telephone invitation for the purpose of obtaining their participation consent. After consent, each respondent was given the choice to respond through either online-mode or mail-mode survey, depending on his/her preference and convenience, to ensure maximum participation. If the respondents asked to conduct the survey over the telephone, a telephone survey was prepared for them, and their responses were recorded using the online questionnaire as

the main instrument for ease of data collection and organisation (e.g. fewer coding and data entry errors). They were then asked to suggest 3-5 employees who were likely to participate in the survey. These suggested employees were approached independently and asked to voluntarily participate in the survey. They were informed that their response and identity would be protected, as their responses would be anonymous and kept strictly private; the questionnaires were sent to all volunteering employees separately, and they could return their completed questionnaires directly to the researcher.

To ensure consistency and avoid measurement errors from using the different modes, the same questions were used throughout all modes, as suggested by the literature (Dillman et al., 2009). Consistent with Cobanoglu, Warde, and Moreo's (2000) view, the researcher prepared a common cover letter (see Appendix D and E) for all survey modes to be given to all potential participants to ensure consistency in the communication of necessary information to all potential participants across the different modes. Necessary information about the research, for example, the purpose of the study, procedure, voluntary participation, anonymity and privacy of the responses, was specified in the letter. Table 3.2 summarises response rates of each survey mode. Justification and procedural plans for each mode are discussed in sequence.

Table 3.2 Summary of Mixed-Mode Survey Response Rates for Each Selecting Mode

Survey modes	Response rates	No. of respondents
	(Total=100%)	(N=1559)
Online survey	50%	779
Mail survey	25%	312
Telephone survey	35%	468

Source: Suparak Suriyankietkaew (Author)

3.4.1 Online Survey

Various studies support the growing popularity of the online survey method, since it increases response rates compared with the paper-based response rate (Dillman, 2007; Kiernan et al., 2005). It is an effective mode when collecting data from large sample groups (Kaplowitz, Harlock, & Levine, 2004; Kiernan et al., 2005). The design, dissemination, data storage and data analysis of web-based surveys is efficient and is becoming more user-friendly for respondents (Greenlaw & Brown-Welty, 2009). Other advantages of the online survey are speedy real-time data capture and reduction of interviewer bias; however, the disadvantages lie in its requirement for technical and computer skills and may involve high set-up costs (Burns & Bush, 2006; Dillman, 2007; Greenlaw & Brown-Welty, 2009). Corresponding to the growth in online access in Thailand and its efficiency in data collection, an online survey was thus employed as a key option for data collection in this study. The online survey was the most preferred mode of response, and accounted for 50% of all collected responses.

The systematic, standardised procedure for the online survey is shown in Figure 3.2. To ensure the maximum response rate, potential participants were approached three times through a series of e-mails: (1) an introductory e-mail to call for their voluntary participation, with an embedded link to an online survey website (www.surveymonkey.com/s/SL_thaismes), (2) a follow-up or reminder e-mail to promote survey completion and to remind those who had not participated to participate in the surveys, and (3) a thank-you email to show appreciation for their participation and to encourage those who had not yet responded to participate in the survey.

Once participants had decided to take part in the online survey, they could complete it by clicking on an embedded link to the online survey website. A web page was then opened for access to the survey. Once the participants started the survey, they could return to complete the survey if needed by clicking on the link provided in the email, or reject, or complete the survey at their leisure. Once they had completed and submitted the survey, they were not able to modify or change answers. Completed surveys were automatically coded for data analysis.

3.4.2 Mail Survey

Traditionally, the mail survey approach has been a widely used and common survey method. A self-administered mail survey or a traditional “paper and pencil” survey is designed so that respondents can easily administer and complete the questionnaire at their own pace (Burns & Bush, 2006). It helps reduce cost, enables respondents to control their answering pace and reduces interview-evaluation; however, its lack of monitoring to ensure that respondents understand each question correctly and answer all required questions might allow response errors (Burns & Bush, 2006). To maximise the response rate, the mail survey was provided as an option. About 25% of all collected responses for this study came from the mail survey.

To ensure consistency in survey procedure across all modes and to maximise response rates, a systematic, standardised mail survey procedure comparable with that of the online survey was designed (see Figure 3.2). Prospective participants were approached three times through a series of contacts: (1) an introductory mail package with the enclosed cover letters and questionnaires to call for their voluntary participation; (2) a follow-up telephone call to promote survey completion and to remind those who had not yet participated to voluntarily participate in the surveys, and allow those who might have not received or lost the mail-survey package to request a new package; and (3) a telephone thank-you to show appreciation for their voluntary participation and to encourage those who had not yet participated to complete and return the mail survey. Once all completed surveys had been returned to the researcher, they were systematically coded for data analysis.

To ensure a standardised procedure, all potential respondents received a mail survey package that included the following items: (1) a university Introduction and Consent letter, (2) one pre-coded questionnaire (i.e. a coloured questionnaire for a senior executive and a black-and-white questionnaire for an employee), and (3) an enclosed stamped self-addressed envelope to be returned to the researcher. (The different coloured questionnaires were used to help the researcher easily differentiate the two responding groups and for ease of data entry.)

3.4.3 Telephone Survey

The key purpose of the telephone contacts was to obtain participation agreement from prospective respondents and for follow-ups to maximise response rates. However, at the respondent's request, the survey itself could be done over the telephone. To gain access to employees, the same procedure as for the online and mail survey was followed to ensure consistency and standardisation. In addition, a telephone script was prepared to ensure effective communication and standardised procedure (see Appendix F). In this study, the data collected from the telephone survey accounted for 35% of the total responses, making telephone survey the second most preferred survey method in this study.

3.5. Coding of Questionnaires

Each completed questionnaire was recorded through a systematic coding system, providing each questionnaire with a unique identification: the systematic coding procedure for each survey mode is described in turn for each mode.

Online questionnaire: Each questionnaire from the online survey was automatically assigned a unique computerised code by the online survey website.

Mail questionnaire: Each mail questionnaire was systematically pre-coded with assigned alphabetical and numerical codes before being distributed to respondents for ease of questionnaire identification and organisation for further data analysis. For example, a completed questionnaire was systematically coded as "1A1L" and "2B2E1". The unique coding identification was decoded and interpreted as follows. The first numeric code identified the RA who was responsible for the mail questionnaires. For example, RA No. 1 was coded as "1", RA No. 2 was coded as "2" and RA No. 3 was coded as "3". The second alphabetical code referred to the targeted provinces (Bangkok metropolitan area) from which data were collected. "A" stands for "Bangkok", "B" for "Nontaburi", "C" for "Nakorn Pathom", "D" for "Samut Prakan" and "E" for "Samut Sakon". The third number represented each organisation in each province in the sequence approach, e.g. A1, A2, A3, ... etc. The fourth alphabetical code referred to the two responding groups, "L" for senior executives of an organisation and "E" for employees from the same organisations. Finally, the last

numerical code represented the employee number from the organisation, since at least three employees from the same organisation were expected to complete the questionnaire. Overall, the aim of the unique coding identification was to ensure that each questionnaire was systematically and uniquely recorded, organised and prepared for further data analysis.

Telephone questionnaire: There was no coding for telephone questionnaires since the researcher recorded all respondent answers on the online questionnaire to allow for efficiency in data collection and organisation, particularly with regard to time saving and error-free data entry and coding processes, as previously discussed.

3.6 Methodology of Data Collection

The detailed data collection methodology is discussed in this section and its appropriateness is justified.

Prior to a pilot study and actual data collection, a pre-test was conducted to assess the validity and reliability of the entire questionnaire process. According to Burns and Bush (2006), this is a dry run of the questionnaire on a small, representative set of respondents in order to reveal any questionnaire errors and procedural problems before a survey is launched. The pre-test was conducted in Thailand to ensure that the Thai questionnaire had been properly designed and formatted so that any errors (e.g. any difficult, ambiguous and/or biased wordings/questions and/or confusing question-response formats) could be detected. During the pre-test, the questionnaire was tested twice with the two different targeted responding groups, both senior executives and employees, who were employed by SMEs in Thailand. On the first occasion, the questionnaire was tested with three senior executives and three employees. Initial feedback was that some Thai translation was unclear and the questionnaire was retranslated using the back-translation approach, as described in Section 3.8.4. A few ambiguous words or phrases were corrected in the Thai questionnaire, and some definitions (i.e. ethics and organisational culture) were added for clarity, but no changes to the question-response format were required. The revised questionnaire was then pre-tested again with another two senior executives and two employees from different organisations. The respondents agreed that 15-20 minutes was the

approximate time spent on the questionnaire. A total of 10 pre-tested questionnaires were completed prior to actual data collection, as discussed next. Respondents to the pre-test were excluded from the pilot and main study.

Data collection was conducted into two stages: (1) a pilot study to test both the instrument's validity and reliability and the data collection process, and (2) the main study.

3.6.1 Pilot Study

A pilot study was used to test the entire approach, questionnaire and all survey procedures. The pilot test included 10 completed questionnaires from the two groups of respondents (3 from senior executives and 7 from employees). Respondents with the specified characteristics were approached according to the planned procedure using the mixed-mode survey method. Pilot respondents were excluded from the main study so there could be no double approaches made to the same respondents.

The pilot test gave the researcher feedback on necessary procedures, respondent cooperation rate, and any modifications that should be made to the questionnaire or procedure before the main study. It allowed the researcher to ascertain that the questions were understandable and unambiguous and that the length of the questionnaire was acceptable. If there was any error in the procedural plan, it was corrected and improved. The questionnaire items were expected to remain identical to those for the main study, subject to minor modification following the pilot study.

3.6.2 Main Study

The data collection method employed in the main study involved rephrase of responses to the questionnaire. Mainly, the data was collected using convenient sampling due to very low responses from using the systematic probability sampling. Procedures for approaching respondents have been described in the foregoing sections. It is noted that all procedures regarding data collection in this study were reviewed and approved by the MGSM Ethics Sub-Committee.

3.7 Justification of Choice of the Questionnaire Survey Method

This thesis relies mainly on collecting primary empirical data through use of the questionnaire survey method. Reasons for the selection of the survey approach are discussed in this section.

The questionnaire survey method is a widely used research technique for quantitative methodologies (Aaker, Kumar, & Day, 2007; Collis & Hussey, 2003). It involves interviews conducted using a pre-designed questionnaire (Burns & Bush, 2006). Using a questionnaire as a survey instrument for data collection enables researchers to uncover what respondents do, think or feel (Collis & Hussey, 2003), and achieves statistical generalisation when very large samples are required (Punch, 2005). The questionnaire survey method is considered a suitable way to present questions, appropriate for long or complex responses and is more anonymous than personal interviews (Aaker et al., 2007). Although disadvantages include lack of obtaining the rich data and direct in-depth responses from participants that qualitative research methods offer, questionnaires allow standardisation, ease of administration and suitability for tabulation and statistical analysis (Burns & Bush, 2006). It is the most practical and least expensive approach for this type of study as opposed to an experimental design with random assignment, which is also not feasible for an in-depth descriptive examination of case studies (Babbie, 2010). For these reasons, the questionnaire survey was chosen as an appropriate and effective research design for the study.

Since the researcher collected data from a comparatively large sample size (over 1,500 data points), the questionnaire survey method, a quantitative approach, was more suitable than qualitative approaches such as in-depth interviews and case studies. Ultimately, the survey method was appropriate for the empirical examination and robustness of further data analysis in this study.

3.8 Questionnaire Design and Development

In this section, details of the questionnaire design and development are described and justified.

3.8.1 Questionnaire Format

Questionnaires were used as the instrument to pose the research-specific objective questions that the researcher wanted respondents to answer. To ensure a systematic process, the researcher contemplated various question formats, considered a number of practices characterising the survey, and organised the questionnaire's layout since the questionnaire helped translate the research objectives into specific questions, standardise those questions and the response categories, foster cooperation and motivation and serve as permanent records of the research (Burns & Bush, 2006; Roszkowski & Bean, 1990). A good questionnaire design helped the researcher speed up the process of data analysis and served as the basis for reliability and validity measures (Aaker et al., 2007; Burns & Bush, 2006). In addition, the questions in the questionnaire were worded objectively, clearly, and without bias in order to communicate with respondents (Burns & Bush, 2006). As part of testing the hypotheses relating to the 23 independent variables, Avery and Bergsteiner's (2010, 2011a) Sustainable Leadership Questionnaire (SLQ) was adapted.

According to Collis and Hussey (2003), a questionnaire that is too long negatively influences response rate. To ensure that respondents could answer questions efficiently, the questionnaire was carefully designed to be as short in length as possible and to ensure that respondents could answer within the allocated time (approximately 15-20 minutes).

The questionnaire format was developed using all closed-ended Likert scale questions that could be answered quickly and easily (Burns & Bush, 2006). Scaled-response questions were also used to measure the attributes of constructs under study, allowing for a degree of intensity/feelings to be expressed (e.g. respondent attitudes about organisational leadership and behaviours). Overall, the Likert scale proved advantageous since it was simple to administer and code. The scaled-response measurement in the questionnaire is described below.

3.8.2 Rating Scales

For ease of completion, fixed-format self-report measures were employed. Fixed-format self-report measures that contain more than one item are known as scales (Stangor, 2010). One benefit of employing fixed-format scales is that there is a well-developed set of response formats already available for use, such as the Likert scale and the Guttman scale (Stangor, 2010). A big advantage is that it generates metric rather than ordinal data, allowing the use of parametric statistics; the Likert Scale is more frequently used in the literature (Burns & Bush, 2006). The Likert rating scale allows a numerical value to be given to an opinion (Collis & Hussey, 2003). Overall it enables the researcher to provide a concise list of statements, is simple for the respondents to complete, and makes the responses easy for the researcher to code and analyse for research.

A 5-point Likert scale was primarily employed in this study. It has been the most widely used approach to scaling responses in survey research and leadership studies (e.g. Hater & Bass, 1988; Howell & Avolio, 1993; Lim & Ployhart, 2004; Mehra, Smith, Dixon, & Robertson, 2006). According to the literature (e.g. Collins & Hussey, 2003; Stangor, 2010), such scales were suitable for adoption in this study because there was a need to measure the respondents' opinions and beliefs. In this study, the scale took the form of numbers and related words. Each item was assessed using a 5-point Likert Scale ranging from "1 – 5" as numeric representation of "strongly disagree – strongly agree" and "extremely dissatisfied – extremely satisfied", and each practice was scored such that higher numbers indicated greater quantities.

The 5-point Likert scale used in this study offered an equivalent distance presentation and each successive Likert item was treated as indicating a "better" response than the preceding value. For example, the distance between each numeric scale between the number "1", "2", "3", "4" and "5" was intended to be scaled equally to avoid any bias in the analysis. The 5-point scale also provided a clear neutral point ("3") for respondents. In addition, the literature indicates that all potential response choices should be available since it is vital to allow respondents to feel at ease and have the freedom to choose, so that they are not forced into giving an answer they do not know or want to give answers in order to avoid incomplete or unreturned questionnaires (Neuman, 2001; Seal, 2012). Therefore, a "Don't know" choice ("6")

was provided for respondents who could not decide on the matter being asked in an item.

The Likert scale is theoretically an ordinal scale, but the literature indicates that its use in statistical procedures assumes that interval level data is common in research (e.g. Jaccard & Wan, 1996). The interval scale assumes equal intervals or distance between the different categories or multiple items; it is also at a higher level than an ordinal scale, and the literature indicates that a higher level of measurement has all the properties of the lower levels of measurement (Burns & Bush, 2006). Consistent with the literature, the Likert 5-point scale (e.g. “strongly disagree” to “strongly agree”) was assumed to be the interval scale in this study, which was suitable for the required statistical procedures, particularly multiple regression analysis, as explained in Chapter 4. The Likert interval scale was thus chosen for all questionnaire items measuring the variables in the research model because it assumed equal distance and thus continuous data (Stangor, 2010). Furthermore, it could be used to summarise the central tendency or responses by using either the median, the mode or using “spread” measured by quartiles or percentiles (Jamieson, 2004).

In conclusion, the 5-point Likert interval scale was chosen as the appropriate rating scale for this study since it allowed the researcher to effectively and efficiently collect data and measure the variables of interest, as well as enabling the researcher to make meaningful interpretations during data analysis.

3.8.3 Questionnaire Content

This section describes the content of the questionnaire and the rationale behind each item. The questionnaire and its contents in English are shown in Appendix G.

In the questionnaire, all items follow the logic of the research purpose. Easy-to-answer questions were listed at the beginning, followed by more complex or difficult questions for all respondents so that they could start the questionnaire easily by first answering questions that were more intuitive for them, and escalate to more complex or difficult questions (Burns & Bush, 2006; Collis & Hussey, 2003). In this study, the layout and content of the questions was designed in such a way that respondents could easily follow the survey and answer immediately without having to look up information.

The questionnaire began by collecting data on senior executives and employee respondents, organisational information, perceptions of organisational leadership and management practices (based on SL practices) and perceptions of both financial and non-financial measures of organisational performance for organisational sustainability (based on SPO), as described in Section 3.9.

There were six parts to the questionnaire.

The first part aimed to collect demographic information, including gender, age, education level, tenure and job level.

The second part focused on collecting data about the organisation from senior executives only. There was a total of eight key questions, consisting of organisational size, number of employees, organisational fixed assets value, ownership type, import-export activities, years of establishment (longevity of organisation), organisation's financial health (estimated firm's net worth from its past annual revenue) and industry type.

The third part intended to gain understanding about perceptions of organisational leadership and management adapted from Avery and Bergsteiner's (2010, 2011a) SLQ. All 53 items in this part were constructed to reflect SL practices. The SLQ is an established measurement scale that has been tested for validity and reliability in measuring the 23 SL practices, as explained in Section 3.10.

In Part Four, five questions measured perceived organisational performance (based on SPO) relative to its competitors. The questions centred on asking about perceived relative organisational performance measurement in brand and reputation, financial performance, customer satisfaction, investor satisfaction and supplier satisfaction to measure organisational sustainability and high performance.

Part Five investigated past performance of the organisation, including organisational net profits, sales revenue and controllable costs in the past three years. Following Ellis (2007) and Murray, Kotabe, and Zhou (2005), these measures are considered efficient performance indicators for assessing an organisation's financial situation. Three questions formed this section.

Part Six measured overall employee satisfaction, using a single item.

The questionnaire had a total of 75 questions that were developed to correspond to the research objectives, and to examine the relationships between SL practices and organisational performance outcomes (SPO).

3.8.4 Back-Translation of the Questionnaire

As this adapted SLQ questionnaire was originally developed in the English language, a back-translation approach, as recommended by Brislin (1986), was employed for this study. In the literature, the back-translation approach is the most commonly used for checking the accuracy of translation in various multi-country survey research and organisational studies (e.g. Jung, Chow, & Wu, 2003; Offermann & Hellmann, 1997; Smith, Misumi, Tayeb, Peterson, & Bond, 1989).

Using the back-translation approach (Brislin, 1986; Douglas & Craig, 2007), a bilingual native of Thailand translated the questionnaire into Thai, and another bilingual English speaker then translated it back into the source language. Finally, the original and back-translated versions were compared for differences and comparability. In this study, the English and Thai versions were carefully compared and analysed in a committee-based review, comprising a bilingual researcher and two English-speaking researchers. A few minor changes were made to the Thai-language version to ensure conceptual equivalence to the English origin (see Appendix H).

3.9 Statistical Methods for Data Analysis

To uncover answers to the research questions (RQ) and test hypotheses for this study, multivariate data analysis was employed (Hair et al., 2010; Meyers et al., 2005; Tabachnick & Fidell, 2007). The method facilitates identification of key variable effects in one set of data on all or several of the variables in other sets (Hair et al., 2010). In addition, multivariate analysis has been frequently employed by many leadership researchers (e.g. Carmeli & Tishler 2004; Jing, 2012; Jing et al., 2014a, b; Kantabutra, 2006; Mehra et al., 2006). In particular, factor analysis and multiple regression analysis techniques, and the t-test statistic, were selected and justified below.

To answer RQ1, exploratory factor analysis (EFA) was first conducted to uncover underlying leadership and management factor structures based on the SL theoretical framework as well as exploring and verifying the validity of the SLQ measured items/scales that are suitable for Thai SME businesses. In addition, EFA was selected as the suitable technique since the new measure scales based on the SLQ still needed to be developed.

To answer RQ2 and RQ3, multiple regression analysis was then employed to evaluate relationships and effects of various underlying leadership and management variables as well as assessing strengths of the relationships and examining the relative contribution of each underlying factor.

To answer RQ4, the t-test analysis was used to assess statistically significant differences in perceptions between senior executives and employees with regard to which underlying leadership and management factors from the SL framework predict enhanced performance for organisational sustainability based on SPO in Thai SMEs. In addition, a follow-up analysis, using multiple regression analysis, was performed to answer RQ5 and RQ6 as well as examining differences between the two sub-populations (i.e. senior executives and employees) and to gain a better understanding of any perceptual discrepancies.

Table 3.3 summarises various statistical analyses used to answer the research questions and test the hypotheses. A software package used for statistical analysis (SPSS) was employed for the statistical analyses. Details of each statistical analysis and results are explained in the next chapter.

Table 3.3 Summary of Statistical Methods for Data Analysis

Research Questions (RQ)	Research Hypotheses (H)	Statistical Analysis
RQ1: What are the essential leadership and management factors derived from SL that underlie organisational sustainability in the context of Thai SMEs?	H1: A unidimensionality of each underlying leadership and management factor derived from SL for organisational sustainability exist in the context of Thai SMEs.	Factor analysis for H1 <u>Reason:</u> to identify salient dimensions or essential leadership and management factor structures underlying organisational sustainability derived from SL's theoretical framework as well as exploring and validating the SLQ measured items/scales that are suitable for Thai SMEs.
RQ2: Which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs?	H2: There is a positive predictive relationship between underlying leadership and management factors derived from SL and perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO).	Multiple regression for H2-3 <u>Reason:</u> to analyse the relationship between each dependent variable and several underlying leadership and management factors as the independent (predictor) variables as well as examining the relative contribution of each underlying factor.
RQ3: To what extent do underlying leadership and management factors derived from SL contribute to performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs?	H3: The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) will be.	

Table 3.3 Summary of Statistical Methods for Data Analysis (Cont.)

<p>RQ4: Are there any differences in perceptions between senior executives (organisational leaders) and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs? If any, what are the differences?</p>	<p>H4: There is a difference in perceptions between senior executives and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs</p>	<p>T-test statistic for H4 <u>Reason:</u> to assess statistical significance between two sub-populations/responding groups (i.e. senior executives and employees) based on the SPO measurement.</p>
	<p>H5: Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.</p> <p>H6: Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.</p>	<p>Multiple regression for H5-6 <u>Reason:</u> to gain better insights into understanding perceptual differences between senior executives and employees by analysing the relationships between each dependent variable and several underlying leadership and management factors as the independent (predictor) variables as well as examining the relative contribution of each underlying factor for the two responding groups.</p>

3.10 Conclusion

This chapter has explained the essence and rationale of the research methodology to empirically examine the research questions and test the hypotheses in the thesis. The chapter opened with an overview of the research method and design. The population, justification for the selection of Thai SMEs as the study context, unit of analysis, sample size, sampling frame and method were outlined in this chapter. Sample selection and approach were also detailed. Then, the data collection method and process, including the data collection methodology (i.e. pilot test and main study), questionnaire survey design and format, and rating scales were discussed. Finally, the multivariate data analysis selected for this thesis was briefly described. Consequently, Chapter 3 has laid the essential groundwork to facilitate data collection, analysis and hypotheses testing to follow in the subsequent chapter.

CHAPTER 4

DATA ANALYSIS AND RESULTS

This chapter reports the results of the hypotheses testing. The first part of the chapter describes sample characteristics (i.e. demographics and organisational information). Procedures for data preparation and examination are articulated in the second part. To answer the research questions and test hypotheses for this study, the third part provides details of multivariate data analyses (Hair et al., 2010; Meyers et al., 2005; Tabachnick & Fidell, 2007), particularly exploratory factor analysis, in-depth multiple regression analyses and t-test statistic. Finally, the last part of this chapter summarises the results of the hypothesis testing.

4.1 Description of Sample

This section reports the descriptive analysis of the sample characteristics. Demographic and organisational information describing the nature of the respondents is summarised in the following subsections. The researcher initially collected a total of 1,559 questionnaires from both organisational leaders and the employees of 366 Thai SMEs with a total of 65% response rate. Response rate with greater than 20% is considered acceptable (Aaker et al., 2007). In this study, the response rate was much higher than the level considered adequate for reporting and analysis in a survey research (Babbie, 2010). A response rate needs to be as high as possible to reduce non-response error and enhance generalisability (Buckingham & Saunder, 2004; Tharenou, Danohue, & Cooper, 2007).

4.1.1 Sample Demographics

As expected, the observations varied widely in terms of respondents' demographics and organisational information.

Table 4.1 depicts and summarises the demographic information of the sample. Of the 1,559 responses that were used as the body of data analysis for this study, gender split was 47% male, 53% female. The majority of age levels of the respondents were 25-34 years old (40%) and 35-44 years old (28%). In this sample, 62% had earned a bachelor's degree and 18% had a master's degree. The majority of respondents worked for the organisation for less than 6 years (55%) and 6-10 years (24%), although 20% of them had worked longer than 10 years. While 24% were senior executives, the rest of the respondents were their employees at different job levels: 13% middle-manager, 17% first-line manager and 46% staff. When looking at the proportional difference between the sub-samples in this study, leaders (senior executives) accounted for 24.2% whereas employees accounted for 75.8% of the total responses.

4.1.2 Organisational Characteristics

This section describes the characteristics of the organisations that respondents work for, based on information from senior executives. A total of 366 valid responses from SME senior executives were available for analysis, since 11 SME senior executives dropped off from the survey after completing their demographic data.

The majority of organisations in this study were small-sized enterprises (75%) with 55% of them having fewer than 21 employees, 20% of them had 21-50 employees, and 67% had less than 50 million baht in their organisational asset values. The medium-sized businesses, with more than 50 employees and more than 50 million Baht in their organisational asset values, accounted for 25%. Most of the SME organisations in this research were in Thai ownership (99%). About 49% of them were export-import businesses with a majority of import activities (21%), both export-import activities (13%) and export activities (4%) respectively. Regarding the industry types, 27% of the sample worked in trade, 20% in manufacturing, whereas 49% were in various service-related businesses (e.g. hotels and restaurants, financial services, transportation and storage, real estate activities, construction, and others). In terms of

organisational longevity, the majority of the SME organisations in this study had been established for 6-20 years (51%) and above 20 years accounts for (27%), while 22% of them were more recent with an organisational age below 6 years. Their past year's income range varied as follows: 55% earned below 21 million Baht, 20% earned between 21-50 million Baht and the rest earned more than 50 million Baht. A summary of respondents' organisational information is provided in Table 4.2. In sum, the sample was reasonably aligned with the population as described earlier and illustrated further in Appendix C. Hence, the data can represent the Thai SME population, but generalisability may be cautioned.

Table 4.1 Summary of Respondents' Demographic Information

Demographic information		Number	Percentage
Gender	Male	734	47.1
	Female	825	52.9
	Total	1559	100.0
Age	Below 25 years old	211	13.5
	25-34 years old	618	39.6
	35-44 years old	441	28.3
	45-54 years old	198	12.7
	Above 55 years old	91	5.8
	Total	1559	100.0
Education	Below Diploma	120	7.7
	Diploma	187	12.0
	Bachelor degree	973	62.4
	Master degree	279	17.9
	Total	1559	100.0
Tenure	Below 6 years	862	55.3
	6-10 years	379	24.3
	11-15 years	135	8.7
	16-20 years	111	7.1
	Above 20 years	72	4.6
	Total	1559	100.0
Employee level	Leader (senior executives)	377	24.2
	Middle manager	197	12.6
	First-line manager	260	16.7
	Staff	725	46.5
	Total	1559	100.0
Type of employee level	Leader (senior executives)	377	24.2
	Employee	1182	75.8
	Total	1559	100.0

Table 4.2 Summary of Respondents' Organisational Information

Organisational Information		Number	Percentage
Organisational size	Small	276	75.4
	Medium	85	23.2
	Others	5	1.4
	Total	366	100.0
Number of employees	Below 21 employees	201	54.9
	21-50 employees	75	20.5
	51-80 employees	39	10.7
	81-100 employees	19	5.2
	Above 100 employees	32	8.7
	Total	366	100.0
Organisational asset value	Below 1 Million Baht (MB)	29	7.9
	1-50 MB	217	59.3
	51-100 MB	71	19.4
	100-150 MB	19	5.2
	151 - 200 MB	30	8.2
	Total	366	100.0
Ownership type	Thai ownership	361	98.6
	Foreign ownership	1	0.3
	Multinational corporation	4	1.1
	Total	366	100.0
Export-import activity	Import	78	21.3
	Export	16	4.4
	Both	48	13.1
	None	224	61.2
	Total	366	100.0
Age	Below 6 years	82	22.4
	6-20 years	187	51.1
	21-35 years	71	19.4
	36-50 years	18	4.9
	Above 50 years	8	2.2
	Total	366	100.0
Past year income	Below 21 Million Baht (MB)	200	54.6
	21-50 MB	75	20.5
	51-80 MB	26	7.1
	81-100 MB	11	3.0
	Above 100 MB	54	14.8
	Total	366	100.0
Industry type	Manufacturing	88	24.0
	Trade (wholesale/retail)	99	27.0
	Hotel and restaurant	26	7.1
	Financial services	22	6.0
	Transportation and storage	17	4.6
	Real estate	24	6.6
	Construction	36	9.8
	Other services	54	14.8
	Total	366	100.0

4.2 Data Coding, Preparation and Examination

Prior to statistical analysis, the researcher thoroughly examined the nature and quality of the data through the data cleaning and screening process. This was essential to ensure that data had been recorded accurately by identifying inconsistent responses, outliers and missing data (Malhotra, Hall, Shaw, & Oppenheim, 2002; Meyers et al., 2005).

Examining data has become an essential part of any multivariate analysis (Hair et al., 2010). The data were inspected and translated into a form suitable for further analysis, ensuring that the basic data array was complete and accurate through coding, transcribing or entering the data into a computer database; and cleaning the data for accuracy and accounting for missing responses (Hair et al., 2010; Malhotra et al., 2002; Meyers et al., 2005), as explained below.

4.2.1 Coding

In addition to the coding (numbering enters questionnaires) as explained in Chapter 3, the researcher assigned a code to each question item and response in the survey. The questionnaire included pre-coded questions wherever possible but the last section was left free for respondents' comments. A code was assigned to each question and response in the questionnaire before the data were entered into an SPSS statistical software spreadsheet to ensure consistency and accuracy (Malhotra et al., 2002; Meyers et al., 2005). In each case, codes were noted and allocated during the questionnaire editing process, and a code book was prepared for transferring the data into computer files.

A total of 62 measured items based on the SL framework are proposed to measure organisational sustainability in this study. Table 4.3 lists the labels of all variables for data analysis.

Remark: An asterisk (*) or a starred item refers to a reverse score/scale in the questionnaire.

Table 4.3 Legend to the Labelling of All Observable Variables

No.	Coding	Description	SL Reference
1	DEPE1	Everyone has good ongoing access to training and development in this organisation.	Developing people
2	DEPE2	Training and development are some of the first things cut in difficult times. *	
3	LARE1	Employee representatives are involved in key strategic decisions.	Labour relations
4	LARE2	Disputes between leaders and employees are typically settled through external processes such as arbitration or the courts. *	
5	STRE1	If this organisation had to lay people off, our leaders would support those affected in any way they could.	Staff retention
6	STRE2	Our leaders lay off people if it is necessary to achieve short term financial results. *	
7	SUPL1	Our organisation has a formal succession planning policy in place.	Succession planning
8	SUPL2	Our organisation fills many management positions with outsiders. *	
9	VAEM1	Our leaders treat people with respect, consideration and integrity.	Valuing staff
10	VAEM2	Our leaders are not involved in people's personal lives. *	
11	CEOL1	Key strategic decisions are made by the top management team, not just the most senior person - the General Manager.	CEO & top team leadership
12	CEOL2	In this organisation the General Manager resolves difficult situations, not the top management team. *	
13	ETHI1	As far as I can see, our organisation consistently behaves ethically.	Ethics
14	ETHI2	I am aware that our organisation has an ethical code of conduct that explains what is expected of all employees.	
15	ETHI3	The consensus in this organisation is that we must always act ethically no matter how tough things get.	
16	LTPE1	Our decisions in this organisation are made with the long-term in mind.	Long-term perspective
17	LTPE2	Our leaders usually focus on long-term planning and strategies (e.g. long-term investment in technologies and /or long-term resource management)	
18	LTPE3	People in this organisation think and act for long-term success.	
19	COCH1	When major change is planned, the affected people are consulted and involved.	Considered organisational change
20	COCH2	Our leaders carefully plan change to ensure new processes and behaviours suit the existing culture.	
21	COCH3	When major change is necessary, our leaders handle it very carefully to minimise harm.	

Table 4.3 Legend to the Labelling of All Observable Variables (Cont.)

22	FMIN1	Our leaders make business decisions that are right for the organisation, even if financial analysts disagree.	Financial market independence
23	FMIN2	Our leaders believe that our organisation must grow whatever the cost. *	
24	ENRE1	Environmental protection is a core value of this organisation that influences behaviour of employees, suppliers and even customers.	Environmental responsibility
25	ENRE2	This organisation's environmental policies meet, but do not exceed what the law requires. *	
26	SORE1	Our leaders encourage employees to engage in social or community activities in work time.	Social responsibility
27	SORE2	In this organisation, generating profits and providing jobs is considered sufficient contribution to the community. *	
28	STCO1	Our leaders value others' interests, in addition to investors' needs.	Stakeholder consideration
29	STCO2	Our leaders show respect for, and work closely with, employees, customers, suppliers and other stakeholders.	
30	STCO3	Other things being equal, this organisation chooses suppliers based on price rather than long-standing relationships. *	
31	SSVI1	Our leaders have a vision that goes beyond just making as much money as possible.	Strong and shared vision
32	SSVI2	Our organisational vision energises and guides people's work.	
33	SSVI3	This organisation has a strong vision that everyone knows, shares and works for.	
34	SSVI4	I'm unsure what this organisation's vision for the future is. *	
35	DEDE1	Employees are encouraged to challenge decisions made by our leaders.	Devolved decision-making
36	DEDE2	Our leaders look for consensus when making decisions.	
37	SEMA1	As employees in this organisation, we have high discretion over our working lives provided we deliver the required outcomes.	Self-management
38	SEMA2	Our leaders and managers set detailed work objectives, specify the way work will be done, and monitor progress closely. *	
39	TEOR1	Our organisation has a strong team culture.	Team orientation
40	TEOR2	People work well in teams at all levels of this organisation.	
41	ENCU1	Our leaders treat employees as the organisation's most valuable asset.	Enabling culture
42	ENCU2	The way things are done in this organisation really engages people's hearts and minds.	

Table 4.3 Legend to the Labelling of All Observable Variables (Cont.)

43	KSRE1	This organisation likes people to get together informally during work hours, to exchange information and ideas about their work.	Knowledge sharing and retention
44	KSRE2	Our organisation offers many formal and informal opportunities to share information and ideas.	
45	TRUS1	In this organisation, we can rely on our people to keep to their word.	Trust
46	TRUS2	In this organisation, people deal with each other based on an understanding that we will look after each others' best interests.	
47	SSIN1	Everyone here can be innovative, even if they are not employed in a research capacity.	Strategic, systemic innovation
48	SSIN2	We have systems to encourage, evaluate, track, reward and celebrate innovative ideas.	
49	SSIN3	Our leaders accept that innovation contains the risk of failure.	
50	STEN1	I am proud to tell people that I work for this organisation.	Staff engagement
51	STEN2	People give their personal best for this organisation because of the excellent way in which it treats them.	
52	QUAL1	Supplying products and services of the highest quality is a matter of pride to our organisation.	Quality
53	QUAL2	The view around here is that increasing quality increases productivity and profits.	
54	BRRE	How would you rate your organisation's brand /image reputation relative to its competitors?	Brand and reputation
55	CUSA	How would you rate the satisfaction level of your organisation's customers when compared to your competitors?	Customer satisfaction
56	FIPE	How would you rate the financial performance / profitability of your organisation compared to your competitors?	Financial performance
57	INSA	How would you rate the satisfaction level of your organisation's shareholders when compared to your competitors?	Investor satisfaction
58	SUSA	How would you rate the satisfaction level of your organisation's suppliers when compared to your competitors?	Supplier satisfaction
59	Past profit	In the last three years, the net profits in my organisation have increased.	Long-term financial performance
60	Past sales	In the last three years, the sales revenue in my organisation has increased.	
61	Past costs	In the last three years, the controllable costs in my organisation have decreased.	
62	EMSA	Overall, how satisfied are you with your organisation?	Employee satisfaction

In addition, gender, age, education level, tenure, and job level, were separately coded as the control variables in this study. For ease of statistical analysis, they were also encoded as dummy variables with binary code (0, 1). Table 4.4 presents the labels for the control variables and their operational dummy coding definitions in this study.

Table 4.4 Legend to the Labelling of Control Variables

No.	Label	Control Variable / Dummy Coding
1	Control_Male	Gender (1 = Male; 0 = Female)
2	Control_AgeAbove25	Age (1 = age range between 25-34 years old, 35-44 years old, 45-54 years old and above 55years old; 0 = age below 25 years old)
3	Control_HigherEducation	Education level (1 = bachelor degree, master degree and doctoral degree; 0 = below school diploma, diploma)
4	Control_ShortWorkExperience	Tenure (1 = work experience below 6 years; 0 = work experience between 6-10 years, 11-15 years, 16-20 years and above 20 years)
5	Control_Leader	Organisation job level (1 = senior executives, i.e. President, CEO, MD, Top Executive, business owner); 0 = middle manager (i.e. Head of Department/Division, department/division Manager, GM, Factory Manager), first-line manager (i.e. Supervisor, Chief of unit) and other staff.

4.2.2 Data Screening and Cleaning

Raw data were edited and transferred into a computer file using SPSS software. A quality screen process ensured that the raw data collected with the questionnaire met acceptable standards of being completed, legible, free of inconsistencies, completed by eligible respondents and accurate (Malhotra et al., 2002). According to the literature (Hair et al., 2010; Tabacknick & Fidell, 2001), two broad categories of problems could be found.

First are case-related issues such as the accuracy of the data input, outliers and missing values. In this study, case-related issues were minimised because the data derived from the online and telephone surveys were recorded automatically, and three

independent raters separately examined the data for the mail surveys. Thus entry errors were minimised. To check for outlier responses and missing values, frequencies were run for every variable using SPSS. An observation with Z-scores indicated that the outliers were minimal since most observations fell within the recommended range of -3.0 to 3.0 (Hair et al., 2010). Analysis of missing data found a low percentage of respondents with missing data: of 1,559 collected responses, 51 observations, or 3.3% of the total, were missing. Less than 10% of missing values is considered acceptable (Hair et al., 2010). As recommended by Hair et al. (2010), the listwise deletion or complete data approach was used. This is a popular method due to its speed and simplicity in solving the missing data problem, and is recommended for variables with a large sample size. For these reasons, it was chosen as the appropriate method to treat the missing observations in this study. In SPSS, listwise deletion has been set as the default feature. Using listwise deletion, all observations with missing data variables were excluded from the final sample and all statistical analyses.

The second set of problems concerns distribution issues such as normality, linearity and homoscedasticity. They were addressed by examining descriptive statistics and frequency distributions of each variable to verify that there were no out-of-range data, and no logically inconsistent or extreme values (Malhotra et al., 2002). More details of the distribution issues are contained in Section 4.4 (Assumption Checks of Statistical Analysis).

After having examined and cleaned the data, a total final sample of 1,508 valid responses of senior executives and their employees from Thai SME organisations were used for further analysis.

4.3 Exploratory Analysis using Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a common and important technique for organisational studies (Conway & Haffcutt, 2003; Kahn, 2006). According to Hair et al. (2010), EFA is a highly useful and powerful multivariate statistical tool for effectively extracting information from large amounts of interrelated data. In other words, it is a tool for data reduction and summarisation. EFA is used to combine variables and identify patterns of each variable group (Field, 2009). The main objective is “to define the underlying structure among the variables in the analysis;” it is “a tool for analysing the structures of the interrelationships (correlations) among a large number of variables by defining sets of highly interrelated variables, known as factors” (Hair et al., 2010, p. 94). In general, it is used for refining measures, evaluating construct validity, developing parsimonious analysis and interpretation, and testing hypotheses (Conway & Haffcutt, 2003; Hair et al., 2010; Thompson, 2000). EFA is useful for researchers to explore the main dimensions to generate a theory, or model from a relatively large set of latent constructs often represented by a set of items (Williams, Onsman, & Brown, 2010).

EFA was selected as an appropriate multivariate statistical technique to answer RQ1 and H1. Since this research study was exploratory in nature, EFA was employed to explore the data with a strong SL conceptual foundation and provide the researcher with information about how many factors were needed to best represent the data. In addition, EFA was suitable for a well-established multi-item instrument, such as SLQ, simply to verify the scale’s unidimensionality (Conway & Haffcutt, 2003). It allowed better understanding of the data and ensured no restriction with the exploratory analysis in the Thai SME sample. The technique could reduce the problems with multicollinearity in regression analysis and of too many variables in the model, showing the fundamental analysis in testing validity of the constructs for further hypothesis testing (Field, 2009). In particular, principal component analysis underlying EFA (Hair et al., 2010) in this study was appropriate for data reduction and identification of appropriate variables or constructs in this contextual study.

The key purposes for using EFA in this study were to identify essential leadership and management factors underlying the SL framework in Thai SMEs, assess the new measurement scales’ unidimensionality based on SLQ (Avery &

Bergsteiner, 2010, 2011a) that still need to be developed, and generate an emerging conceptual research model for hypothesis testing. Therefore, EFA exposed the dimensions explaining the variance of sustainable leadership and management behaviour in the Thai SME context. This should yield new hypotheses for further testing of SL theory.

4.3.1 Descriptive Statistics

Prior to any statistical analysis, the nature and quality of data for all variables were inspected. Table 4.6 presents details of the descriptive statistics of all variables in this study. After cleaning the data and excluding missing values using the listwise deletion approach, the descriptive result indicates a valid sample size of 1,508 with no unusual values and within expected ranges based on 5-point Likert scales. The data are normally distributed, and the means of these variables lie within the range of 2.52 to 4.05. Please also refer to Table 4.3 for the labels of all variables for data analysis.

Table 4.5 Details of Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
DEPE1	1508	1	5	3.71	.792
DEPE2	1508	1	5	3.17	1.058
LARE1	1508	1	5	3.54	.868
LARE2	1508	1	5	2.52	1.221
STRE1	1508	1	5	3.44	1.054
STRE2	1508	1	5	2.68	1.251
SUPL1	1508	1	5	3.68	1.090
SUPL2	1508	1	5	2.96	1.092
VAEM1	1508	1	5	3.97	.785
VAEM2	1508	1	5	2.34	1.090
CEOL1	1508	1	5	3.62	.982
CEOL2	1508	1	5	2.95	1.122
ETHI1	1508	1	5	3.87	.785
ETHI2	1508	1	5	3.97	.697
ETHI3	1508	1	5	3.97	.711
LTPE1	1508	1	5	3.88	.796
LTPE2	1508	1	5	3.77	.850
LTPE3	1508	1	5	3.87	.765
COCH1	1508	1	5	3.78	.833
COCH2	1508	1	5	3.83	.719
COCH3	1508	1	5	3.92	.923
FMIN1	1508	1	5	3.18	1.168
FMIN2	1508	1	5	3.18	1.091
ENRE1	1508	1	5	3.78	.755
ENRE2	1508	1	5	3.74	.819
SORE1	1508	1	5	3.52	.880
SORE2	1508	1	5	3.19	1.071
STCO1	1508	1	5	3.97	.797
STCO2	1508	1	5	3.98	.741
STCO3	1508	1	5	3.18	1.142
SSVI1	1508	1	5	3.52	1.037
SSVI2	1508	1	5	3.74	.801
SSVI3	1508	1	5	3.68	.832
SSVI4	1508	1	5	2.63	1.070
DEDE1	1508	1	5	3.26	.979
DEDE2	1508	1	5	3.63	.867
SEMA1	1508	1	5	3.57	.857
SEMA2	1508	1	5	3.93	.744
TEOR1	1508	1	5	3.85	.775
TEOR2	1508	1	5	3.76	.868
ENCU1	1508	1	5	3.76	.828
ENCU2	1508	1	5	3.74	.805
KSRE1	1508	1	5	3.62	.834
KSRE2	1508	1	5	3.69	.784
TRUS1	1508	1	5	3.46	.962
TRUS2	1508	1	5	3.73	.820
SSIN1	1508	1	5	3.49	.912
SSIN2	1508	1	5	3.40	.908
SSIN3	1508	1	5	3.30	1.072
STEN1	1508	1	5	4.01	.773
STEN2	1508	1	5	3.83	.722
QUAL1	1508	1	5	4.05	.699
QUAL2	1508	1	5	4.03	.670
BRRE	1508	1	5	3.61	.740
CUSA	1508	1	5	3.66	.752
FIPE	1508	1	5	3.23	1.085
INSA	1508	1	5	3.30	1.138
SUSA	1508	1	5	3.44	.985
Past profit	1508	1	5	3.43	1.065
Past sales	1508	1	5	3.55	.959
Past costs	1508	1	5	3.04	1.058
EMSA	1508	1	5	4.04	.714
Valid N (listwise)	1508				

4.3.2 Assumptions Check for Exploratory Factor Analysis (EFA)

Factor analysis is one of the large-sample statistical procedures (Mayer, Gamst, & Guarino, 2006). The literature (Mayer et al., 2006; Hair et al., 2010) recommend a target ratio of a minimum of 5 observations per variable, or at least 10 observations per variable to ensure adequate statistical power. Therefore, the sample size of 1,508 observations, exceeding the sample requirement, was considered robust. Prior to conducting the EFA, assumptions were checked to ensure that they met the requirements of the representativeness of the sample and robustness of the results in this study.

Statistical assumptions in factor analysis were preliminarily checked as follows. First, variables were measured using Likert scale, thereby no problems with the scale assumption. Second, a residual analysis for linearity, histogram of the residuals and normal probability plot reported no nonlinear relationships between the variables, thus the relationships were considered linear. Third, for the normality test, a Shapiro-Wilk test indicates a skewed distribution and rejects the null hypothesis of a normal distribution at the significance level of 1% ($p\text{-value} < 0.01$); however, the problem of normality could be ignored due to the large sample size and the central limit theorem (Hair et al., 2010). Fourth, the issue of outliers was checked, and the result indicated no extreme outliers.

In addition, the literature indicates that meeting the conceptual assumptions is more important than meeting the statistical assumptions for factor analysis (Hair et al., 2010). This research study was supported by a strong conceptual framework derived from Avery & Bergsteiner (2010, 2011a)'s SL framework, and built on the literature. Thus, it is suggested that some underlying structures do exist before performing the factor analysis.

Results from main assumptions in factor analysis report the following. The KMO of .920 suggests strong patterns of correlation. A statistically significant Bartlett's test of sphericity ($p\text{-value} < .05$) indicates sufficient correlations exist among the variables to proceed. Table 4.6 summarise the results of KMO and Bartlett's test.

Table 4.6 Summary of KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.920
Bartlett's	Approx. Chi-Square	36899.788
Test of	df	1891
Sphericity	Sig	.000

Determinant of correlation of 0.0000163 shows no multicollinearity problem in the dataset. Measure of sampling adequacy (MSA) values for both the overall test and each variable exceed 0.50, thus they are acceptable for factor analysis. After the assumption checks, the results of EFA are explained next.

4.3.3 Factor Analysis Results

To analyse results of the EFA, the researcher employed principal components analysis. With Eigenvalues greater than 1 as a criterion for data extraction and a cumulative explanation of variance of 58.73%, 14 components were preliminarily extracted, as shown in Table 4.7.

Table 4.7 Summary Result of Extracted Components

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.615	20.347	20.347	3.985	6.428	6.428
2	5.201	8.389	28.735	3.682	5.939	12.366
3	3.011	4.857	33.592	3.303	5.327	17.694
4	2.129	3.433	37.026	2.967	4.786	22.479
5	1.920	3.097	40.123	2.775	4.475	26.954
6	1.636	2.639	42.762	2.751	4.437	31.391
7	1.536	2.478	45.239	2.688	4.336	35.727
8	1.409	2.273	47.513	2.334	3.764	39.491
9	1.307	2.108	49.621	2.327	3.753	43.244
10	1.285	2.072	51.693	2.316	3.735	46.979
11	1.218	1.965	53.658	2.230	3.598	50.576
12	1.092	1.762	55.420	1.845	2.975	53.551
13	1.033	1.666	57.085	1.834	2.958	56.510
14	1.019	1.644	58.729	1.376	2.219	58.729

For ease of interpretation, both factor rotation methods, particularly Orthogonal rotation (i.e. Varimax) and Oblique rotation method (i.e. Oblimin), were examined, since they are most frequently used and best suited to the goal of obtaining several theoretically meaningful factors (Hair et al., 2010). First, the researcher ran an oblique rotation to allow correlation among the factors, and then inspected the correlations. Since a majority of factors in the correlation matrix were found to have low correlations (between -0.30 and +0.30), Varimax rotation was conducted to allow factors to become independent of each other and improve interpretability. Varimax is the most common rotational technique used in factor analysis (Hair et al., 2010; Thompson, 2000).

To facilitate interpretation and ignore insignificant loadings, the result of EFA revealed 14 possible extracted factors, mostly showing practically significant loadings exceeding 0.50, with some exceptions of a minimum level of interpretation of 0.40 and communalities above 0.50 at a 0.05 significance level. Loadings less than 0.40 were suppressed and not shown. However, a cross-loading appeared in the initial solutions, which would be considered for removal and explained subsequently. Table 4.8 shows the initial result of possible extracted factor solutions.

Table 4.8 Result of Initial Extracted Factor Structures

[illegible]

From Table 4.8, the initial 14 extracted structures are detailed as follows:

(1) Factor 1 is entitled “enabling and trusting teamwork”, comprising high factor loadings on all aspects of team orientation through embracing a strong team culture at all levels in organisations (i.e. TEOR1, 2), and practically significant loadings on enabling culture by treating employees well and engaging people’s heart and minds in organisations (i.e. ENCU1, 2) and trusting one another at work (i.e. TRUS1, 2). Overall, this factor aligns with the literature and SL framework. In total, this factor accounts for 20.35% of variance.

(2) Factor 2 is named as “valuing people”. It has practically significant factor loadings on different aspects of people-orientation and human resource management (HRM), relating to valuing people, (i.e. VAEM2), CEO and top-team leadership (i.e. CEOL2), staff retention (i.e. STRE2), succession planning through promoting from within (i.e. SUPL2) and amicable labour relations (i.e. LARE2). This factor also consists of having a strong and shared vision (i.e. SSVI4) and establishing good relationships with stakeholders (i.e. STCO3). However, this factor has two variables, namely developing people (i.e. DEPE2) and social responsibility (i.e. SORE2), with the minimum level for interpretation that has no practical significance, and thus they would be further excluded from the factor. Overall components of this factor are consistent with the literature and SL framework. It accounts for 8.39% of variance.

(3) Factor 3 is referred to “overall perceived sustainability performance outcomes” (SPOs). It has high loadings on various perceived performance outcomes, namely financial performance (FIPE), supplier satisfaction (SUSA), investor satisfaction (INSA), brand and reputation (BRRE), and customer satisfaction (CUSA) for organisational sustainability, consistent with SPO based on the SL framework. This factor accounts for 4.86% of the variance.

(4) Factor 4 is called as “empowerment”. It consists of high factor loadings on all aspects of devolved and consensual decision-making (i.e. DEDE1, 2) and reasonable factor loadings on self-management (i.e. SEMA1) and strong and shared vision (i.e. SSVI4). This factor emerged and derived from the SL framework. It accounts for 3.43% of variance. However, an aspect of knowledge sharing and retention (i.e. KSRE1) has a low loading, thus it was excluded from further analysis.

(5) Factor 5 is termed “ethics”. All variables in this factor have high loadings on all aspects relating to ethical behaviours (i.e. ETHI1, 2, 3) and valuing people with respect, consideration and integrity (i.e. VAEM1), consistent with the literature and the SL framework. This factor accounts for 3.09% of variance.

(6) Factor 6 is “long-term perspective”. It has high factor loadings on all aspects of long-term thinking, planning, and decision-making for long-term success (i.e. LTPE1, 2, 3), consistent with the literature and the SL framework. However, with a low loading, COCH1 was deleted from further analysis. It accounts for 2.64% of variance.

(7) Factor 7 is “high quality”, consisting of high factor loadings on different facets of high quality in products and services (i.e. QUAL1, 2) as well as a practically significant loading on staff engagement, in particular the respondents’ pride in working for this organisation (i.e. STEN1). Importantly, this factor is consistent with the literature and the SL framework. It accounts for 2.48% of variance. Yet, two variables, namely an aspect of staff engagement (i.e. STEN2) and employee satisfaction (EMSA), have minimum levels for interpretation and no practical significance, thus they were excluded from the factor.

(8) Factor 8 is “people development”. It has practically significant factor loadings on aspects of developing people or continuous people development (i.e. DEPE1) and staff retention (i.e. STRE1) based on the SL framework. Due to a low loading of a facet of labour relations (i.e. LARE1), it was excluded from this factor for further analysis. It accounts for 2.27% of variance.

(9) Factor 9 is termed “perceived financial performance outcomes” (FPOs). The factor yields high factor loadings on different aspects of perceived historical financial performance such as sales, profits and costs in the past three years, aligned with previous research. It accounts for 2.11% of variance.

(10) Factor 10 is called as “stakeholder consideration”, comprising high factor loadings on all aspects of stakeholder consideration (i.e. STCO1, 2) based on the SL framework. Overall, this factor accounts for 2.07% of variance. However, three variables, namely an aspect of self-management (SEMA2) and some facets of strong and shared vision (i.e. SSVI2, 3), have minimum levels for significant interpretation, and were therefore excluded from this factor for further analysis.

(11) Factor 11 is termed “innovation” due to the high loadings on issues relating to strategic, systemic innovation (i.e. SSIN1, 2) based on the SL framework. It accounts for 1.97% of variance. However, due to a low loading of a facet of strategic, systemic innovation (i.e. SSIN3), it was excluded from further analysis.

(12) Factor 12 is “environmental responsibility” due to high factor loadings on all aspects of environmental responsibility (i.e. ENRE1, 2) based on the SL framework. This factor accounts for 1.76% of variance. However, due to a low loading of a facet of social responsibility (i.e. SORE1), it was excluded from further analysis.

(13) Factor 13 is labelled “financial market independence” due to a reasonable factor loading on financial market independence based on the SL framework. The rest of the variables have low loadings and no practical significance, leaving this factor with one loading. Thus, this factor was excluded from further analysis. It accounts for 1.67% of variance.

(14) Factor 14 is named “CEO and team leadership” due to a reasonable factor loading on CEO and team leadership based on the SL framework. However, with a low loading of the other variable (i.e. KSRE2), this factor has only one loading with no practical significance. Therefore, it was excluded from further analysis. The factor accounts for 1.64% of variance.

After the initial assessment, variables without significant loadings and together with a cross-loading, low loadings (lower than 0.40) and low communality values (less than 50% of the variance explained) were deleted. All factors with a single item were also deleted, leaving factors with high loading and high communality values to ensure robustness. In sum, the results of each factor or construct reveal that most loadings are well above 0.70; many of them are above 0.60; and the remaining items are above 0.50. According to Hair et al. (2010), the loadings are in the suggested level for item loadings on the established scale, as previously demonstrated.

In conclusion, the overall results from the EFA support H1, suggesting that each underlying leadership and management factor is unidimensional.

4.4 Reliability and Validity of Measured Variables

This section addresses the assessment of reliability and validity of the measured variables used in this study.

Reliability is an assessment of the degree of consistency between multiple measures of a variable (Hair et al., 2010). To ensure reliability of each factor solution or construct, the inter-item consistency was assessed using Cronbach's Alpha. Typically, reliability coefficients of 0.70 or higher are considered adequate (Cronbach, 1971), although a 0.60 level can be used in exploratory research (Hair et al., 2010). Table 4.9 provides a summary of factor loadings' standard estimates and Cronbach's Alphas of final factor solutions, and reliability of the constructs. From the table, the reliability analysis reports 10 out of 14 initial factor solutions/constructs generate high Cronbach's Alphas of more than .70, except two constructs with alphas greater than 0.62. Therefore, reliability of the summated scales was assessed, and construct reliability was established in order to ensure appropriateness and robustness of this study before assessing its validity.

In turn, validity is the degree to which a measure accurately represents what it is supposed to assess. According to Hair and associates (2010), this study also ensures a scale validity conforms to its conceptual definition, is unidimensional and meets the necessary levels of reliability, as presented in Table 4.9 and explained as follows. An acceptable convergent validity with the adequate and loadings' standard estimates plus communalities of more than 0.50 up to 0.80 on each factor was established. In part, discriminant validity, showing distinctiveness and representativeness of each construct, was also exhibited since the cross-loading, shown in Table 4.8, was removed in the final factor solutions. To ensure face validity of the instrument, the measured items were based on the strong conceptual underpinnings of the SL theoretical framework and previous literature. In addition, all contents were validated by a subject matter review panel of leadership experts for accuracy. In sum, these results suggest that the theoretical constructs exhibit good psychometric properties and explain well the correlations among how measured items. Overall reliability and validity of these constructs were assessed and established.

Consequently, 10 valid and reliable constructs emerged as the leadership and management constructs underlying organisational sustainability in this study.

Table 4.9 Summary of Final Reliable Factor Solutions with Acceptable Loadings and Cronbach's Alphas

Factors:	1	2	3	4	5	6	7	8	9	10	
Variables:	Enabling and trusting team	Valuing people (HRM)	Overall SPOs	Empower- ment	Ethics	Long-term perspective	Quality	FPOs	Stakeholder considera- tion	Innovation	Communa- lities
TEOR1	.700										.673
TEOR2	.692										.686
ENCU2	.612										.550
ENCU1	.576										.618
TRUS2	.546										.575
TRUS1	.529										.564
VAEM2		.654									.565
CEOL2		.654									.520
STRE2		.631									.606
SUPL2		.597									.544
LARE2		.565									.573
SSV14		.551									.551
STCO3		.515									.514
FIPE			.742								.669
SUSA			.742								.650
INSA			.741								.688
BRRE			.680								.576
CUSA			.667								.614
DEDE1				.717							.605
SEMA1				.627							.545
SSV11				.549							.624
DEDE2				.529							.522
ETHI2					.764						.688
ETHI1					.725						.691
ETHI3					.724						.638
VAEM1					.508						.508
LTPE2						.760					.685
LTPE1						.742					.688
LTPE3						.739					.643
QUAL1							.759				.699
QUAL2							.694				.599
STEN1							.565				.589
Past sales								.849			.789
Past profit								.815			.820
Past costs								.742			.630
STCO1									.694		.612
STCO2									.646		.570
SSIN2										.741	.694
SSIN1										.658	.602
Cronbach's alpha	0.835	0.759	0.814	0.700	0.789	0.794	0.804	0.823	0.628	0.689	

In total, the 10 final factor solutions or constructs are proposed as the valid and reliable measuring variables, and used for further analysis as explained next.

4.5 Emerging Constructs as Measures of Variables

Based on the results of the EFA analysis, these 10 valid and reliable constructs are proposed as the key measuring variables for performance outcomes and organisational sustainability in the context of Thai SMEs. The results are aligned with the SL framework and previous research. Eight composite variables, consisting of enabling and trusting teamwork, valuing people (HRM), empowerment, ethics, long-term perspective, high quality, stakeholder consideration and innovation, are proposed as the independent (predictors) measuring variables. The other two composite variables of performance outcomes for organisational sustainability based on the measurement of sustainability performance outcomes (SPO), namely perceived financial performance outcomes (FPOs) and overall sustainability performance outcomes (SPOs). These are proposed as the dependent (criterion) measuring variables.

All of these measuring variables are employed for further multiple regression analysis in order to answer the research questions and unveil the relationships among these variables in this research study. Their importance and relevance in the literature and operational definitions are detailed subsequently.

4.5.1 Measures of Independent Variables

All eight independent (predictor) variables and their operational definitions are described below.

4.5.1.1 Enabling and Trusting Team

In this study, enabling and trusting team is proposed as an independent variable or predictor of enhanced performance for organisational sustainability. This construct comprises three leadership and management elements: enabling culture, trust and team orientation. According to the literature, these leadership elements are essential for sustainable enterprises (Avery, 2004; Avery & Bergsteiner, 2010, 2011a; Kantabutra & Suriyankietkaew, 2013). Supported by the literature, enabling and trusting team is crucial for organisational sustainability. Enabling culture promotes a good workplace environment and relationships between the leadership and employees, as well as contributing to positive team communication and collaboration, linking to various

organisational performance outcomes (Jacobs & Roodt, 2008; Ooncharoen & Ussahawanitchakit, 2008; Suriyankietkaew & Avery, 2014a; Tsai, 2011; Tsui et al., 2006). In addition, trust helps create positive reciprocal relationships and collaboration among team members to work together and integrate their diverse knowledge and skills to deal with strategic and operational challenges (Gupta et al., 2010; Kemavuthanon & Duberley, 2009). Importantly, previous research found that teamwork led to positive organisational effectiveness and performance (Carmeli & Schaubroeck, 2006; Stander & Rothmann, 2009), thus becoming crucial for business success and competitive advantage (Power & Waddell, 2004; Yukl & Becker, 2006; Zander & Butler, 2010). Overall, enabling and trusting team becomes an essential leadership and management factor that improves organisational performance outcomes in the long run, thereby contributing to performance outcomes and organisational sustainability.

In this thesis, trusting and innovative team is operationally defined as the extent to which organisational members perceive that their organisation operates their business in an enabling culture together with trust in team orientation. The measured items are assessed using five-point Likert scales (1 = “Strongly disagree” to 5 = “Strongly agree”; 6 = “Don’t know”).

4.5.1.2 Valuing People (HRM)

Valuing people (HRM) is proposed as an independent variable or predictor of enhanced performance for organisational sustainability in this study. It focuses on people orientation and aspects of human resource management (HRM), aligning with the previous literature, Avery and Bergsteiner (2010, 2011a) and “Sufficiency Economy” leadership practice (e.g. Kantabutra 2012c, 2014; Kantabutra et al., 2010; Khunthongjan, 2009; Piboolsravut, 2004; Puntasen et al., 2003). This variable involves several aspects of HRM based on the literature and the SL framework, namely valuing people, CEO and team leadership, staff retention, succession planning, labour relations, strategic and shared vision, and stakeholder consideration. These HR-related leadership and management practices are essential elements for sustainable enterprises (Avery, 2004; Avery & Bergsteiner, 2010, 2011a; Kramar et al., 2013). In the literature, sustainable enterprises value their people as assets, not regarded as costs

(Avery & Bergsteiner, 2010, 2011a, b, c). These enterprises provide their employees with employment security, share information and leadership and engage in employee participation and empowerment, self-managing teamwork, and multi-skilling and training of staff across different activities (Sosik, 2005). Organisational sustainability is enhanced if employee retention, internal succession planning and amicable labour relations are valued in firms; everyone shares a strong vision and works for it (Avery 2005, Kantabutra & Suriyankietkaew, 2013). An organisation that values their employees outperforms their counterparts and benefits overall organisational performance (Allen & Hecht, 2004; DeVaro, 2006; Kantabutra, 2012a, b; Power & Waddell, 2004). A recent study found that organisations can enhance employee satisfaction through valuing people in firms (Suriyankietkaew & Avery, 2014a). As espoused by the literature, valuing people (HRM) benefits organisations in many ways, and thus enhancing organisational success and sustainability in firms.

Valuing people in this thesis is operationally defined as the extent to which organisational members perceive that their organisation care for employees; their leaders operate in team-based leadership; staff is well retained; employees are promoted within through succession planning; amicable labour relations are embraced; a vision is shared; and stakeholders are considered and valued. The measured items are assessed using five-point Likert scales (1 = “Strongly disagree” to 5 = “Strongly agree”; 6 = “Don’t know”).

4.5.1.3 Empowerment

Empowerment has been identified as an important predictor of performance (Kirkman & Rosen, 1999; Scott-Ladd et al., 2004). In this study, empowerment is a predictor of enhanced performance for organisational sustainability. It consists of several leadership and management elements built on the literature and supported by the SL framework, namely devolving and consensual decision making, self-management and strong and shared vision. According to Avery and Bergsteiner (2010, 2011a), devolving decision making to all levels, even the lowest feasible, and promoting consensual decision-making is essential to sustainable enterprises. Self-managing organisations empower employees to enable them to assess problems, set goals, pursue those goals and reward or sanction themselves for their successes or

shortcomings (Avery & Bergsteiner, 2010, 2011a). Aligned with the literature, the concept of empowerment involves increased individual motivation at work through devolved, consensual decision-making by delegating authority to the lowest level in an organization where a competent decision can be made (Carson et al., 2007; Conger & Kanungo, 1988; Pearce et al., 2008) and is based on participative decision-making, social learning theory via knowledge-sharing and retention, and self-management (Liden & Tewksbury, 1995). Empowerment is found to be positively related to enhanced effectiveness and capability for both small and medium-sized enterprises (SMEs) on both the individual and firm level (Çakar & Ertürk, 2010). Empirical research also shows that employing empowerment is positively related to performance outcomes, team and organisational effectiveness (e.g. Manz & Neck, 2004; Politis, 2006).

In this study, empowerment is operationally defined as the extent to which organisational members perceive that their organisation empowers them to work by devolving them in consensual decision making, allowing for self-management and sharing a strong vision. These measured items are assessed using five-point Likert scales (1 = “Strongly disagree” to 5 = “Strongly agree”; 6 = “Don’t know”).

4.5.1.4 Ethics

Ethics is the fourth independent variable. It encompasses all ethical aspects suggested by the literature and supported by the SL framework. Modern leadership principles should be based on ethics and moral principles; ethical and transparent corporate governance provides an essential foundation for corporate sustainability (Dhir, 2013; Kemavuthanon & Duberley, 2009). Ethical behaviour is essential in leadership and for effectiveness (Hassan et al., 2013). Ethics are the key to demonstrating good leadership and form a core value of sustainable enterprises (Avery, 2005; Avery & Bergsteiner, 2010, 2011a). Ethical standards are the basis for leaders to “do the right thing” (Allio, 2009). Ethical leaders oversee and ensure that technical skills are used properly, and generally provide a form of risk management that can protect and enhance a firm’s reputation (Avery, 2005). Furthermore, sustainable enterprises treat their people right with ethical concerns in particular for the advantage they provide (Avery & Bergsteiner, 2010, 2011a, b). Diverse

researchers (e.g. Buckley et al., 2001; Chun et al., 2013; Dose & Klimoski, 1995; Koonmee et al., 2010; Renneboog et al., 2008; Suriyankietkaew & Avery, 2014a, b) suggest that ethics benefit businesses in many ways such as improving financial performance, increasing employee and stakeholder satisfaction and enhancing competitive advantage.

In this study, ethics is operationally defined as the extent to which organisational members perceive that their organisation operates their business with ethics and that people are treated with respect, consideration and integrity. The measured items are assessed using five-point Likert scales (1 = “Strongly disagree” to 5 = “Strongly agree”; 6 = “Don’t know”).

4.5.1.5 Long-Term Perspective

In this study, long-term perspective is proposed as another measuring independent variable or predictor of enhanced performance for organisational sustainability. This variable includes leadership behaviours relating to thinking, planning and acting long-term to enhance organisational sustainability. Consistent with the literature, it is essential for sustainable enterprises (Avery, 2005; Avery & Bergsteiner, 2010, 2011a). Scholars are urging organisations to look at the long-term perspective for sustainable growth, calling for an essential shift from a short-term to a long-term perspective (Bennis & Nanus, 2003). According to Avery (2005), long-term perspective anchors all aspects of sustainable organizations from long-term CEO tenure, investment in innovation and R&D, knowledge management, employee recruitment, development and retention, as well as strategic thinking. Sustainable and prosperous organisations focus on long-term strategies such as stakeholder-oriented relationships, long-term investments in their employees and technologies (Avery & Bergsteiner, 2010, 2011a, b). Research (Kur & Bunning, 2002) shows that highly successful organisations adopt long-term perspectives for identifying, developing and managing high potential employees or talent through succession planning, vision, and staff engagement. The literature also advocates that long-term systematic and considered changes can have positive effects on organisations (Collin, 2001; Haveman, 1992; Wezel & Saka-Helmhout, 2006). Research (e.g. Kantabutra & Avery, 2011; Kantabutra & Suriyankietkaew, 2013; Sethi, 2002) indicates that companies that

emphasise the long-term orientation outperform those that are bound to the short term. In sustainable enterprises, a major change is carefully planned, involving a long-term perspective, to ensure new processes and behaviours are compatible with the existing system (Avery & Bergsteiner, 2010, 2011a, b).

Long-term perspective in this thesis is operationally defined as the extent to which organisational members perceive that their organisation operates their business with long-term orientation from long-term planning and strategies, and people think and act for long-term success. The items are measured using five-point Likert scales (1 = “Strongly disagree” to 5 = “Strongly agree”; 6 = “Don’t know”).

4.5.1.6 High Quality

High quality in this study is proposed as an important measuring independent variable or predictor of enhanced performance for organisational sustainability. This variable relates to leadership behaviours concerned with enhancing high product and service quality, consistent with the literature and Avery & Bergsteiner’s (2010, 2011a) SL framework. In this study, high quality is proposed as a measuring independent variable by including all aspects of high quality and staff engagement built on the literature and derived from the SL framework in order to predict enhanced organisational sustainability, as advocated by various studies. Survey results from the world’s 1000 leading global companies by the World Economic Forum in 2004 showed that 27% of CEOs considered quality in products and services to be their most important measure of corporate success. Firms that pursue corporate sustainability embed pursuing the highest quality and excellence in their culture, especially engaging staff and considering their stakeholders (Albert, 1992). To ensure high quality, staff engagement is essential for business success (Aon Hewitt, 2010; Macey & Schneider, 2008). In addition, organisations need to take care of other groups beyond those inside the organisation itself by caring for neighbours, community and society, and leadership needs to be visible in caring both for internal and external stakeholders in order to enhance organisational performance (Corbett et al., 2005; Chung-Leung et al., 2005; Kemavuthanon & Duberley, 2009; Tarí & Sabater, 2006). Research supports that improving and maintaining high quality is related to improve operating and

business performance (Naveh & Marcus, 2005) and drive corporate success (Boonpattarakan, 2012; Ussahawanitchakit, 2008).

High quality in this thesis is operationally defined as the extent to which organisational members perceive that their organisation operates their business with high product and service quality, and that engaged staff contributes to high quality in firms. These items are measured using five-point Likert scales (1 = “Strongly disagree” to 5 = “Strongly agree”; 6 = “Don’t know”).

4.5.1.7 Stakeholder Consideration

In this study, stakeholder consideration is proposed as another measuring independent variable or predictor of enhanced performance for organisational sustainability. This variable concerns leadership behaviours that care for their stakeholders to enhance organisational sustainability, aligning with the literature and SL framework. Sustainable organisations commit to long-term relationships with multiple stakeholders—including individuals, employees, the local community, society and even future generations (Avery & Bergsteiner, 2010, 2011a). Under dynamic changes and uncertainties from increased globalisation, changes in market and government regulations, social movement from unions, NGOs, widespread power of social media, and the influence of other practices, considering and caring for stakeholders is vital for firms (Campbell, 2007). Enterprises need to take care of groups beyond those inside the organisation itself by caring for neighbours, community and society, and leadership needs to be visible in caring for both internal and external stakeholders (Kemavuthanon & Duberley, 2009). Leadership and top management executives influence stakeholder orientation in firms (Crilly & Sloan, 2012). Importantly, engaging stakeholders together with alignment of key internal factors (e.g. human capital/talent, technology, culture, leadership and processes) enhance sustainability in firms (Rhodes et al., 2010). Research indicates that considering multiple stakeholders enhances organisational performance and organisational sustainability (Chung-Leung et al., 2005; Harrison et al., 2010; Harrison & Wicks, 2013; Ninlaphay et al., 2012).

In this thesis, stakeholder consideration is operationally defined as the extent to which organisational members perceive that their organisation's concern with and care for their stakeholders when operating their business. These items are measured using five-point Likert scales (1 = "Strongly disagree" to 5 = "Strongly agree"; 6 = "Don't know").

4.5.1.8 Innovation

In this thesis, innovation is proposed as another essential measuring independent variable or predictor of enhanced performance for organisational sustainability. It relates to leadership behaviours relevant to fostering innovation in organisations, consistent with Avery & Bergsteiner's (2010, 2011a) SL framework. Leadership is found to affect the creativity and innovation in firms (Shanker et al., 2012). The literature specifies the importance of innovation in product, service, process and management as the heart of transformation into a sustainable enterprise, and the key to revival and success in organisations (Hamel, 2006; Ramus, 2001; Slater et al., 2014; Székely & Knirsch, 2009). Research indicates that incremental innovation is one of the key factors for organisations (Boonpattarakarn, 2012; Kantabutra & Suriyankietkaew, 2013) and a key predictor of enhanced stakeholder satisfaction (Suriyankietkaew & Avery, 2014b). Research indicates that innovation leads to better organisational performance (e.g. Nunta et al., 2012; Tsai, 2001; Tellis et al., 2009; Verhees & Meulenbergh, 2004) and that it is a strong predictor of superior financial performance (Tellis et al., 2009). A meta-analysis also provides evidence that innovativeness enhances firm value (Rubera & Kirca, 2012). Moreover, innovation is linked to customer satisfaction, competitive advantage and brand reputation (Bhaskaran, 2006; Muller & Penin, 2006; Tontini, 2007). In addition, radical product innovations offer customer benefits, cost-savings, or an ability to create new businesses, thereby leading to superior organisational performance (Slater et al., 2014).

Innovation in this study is operationally defined as the extent to which organisational members perceive that their organisation fosters innovation, including incremental innovation from process and management improvement, to radical innovation. These items are measured using five-point Likert scales (1 = “Strongly disagree” to 5 = “Strongly agree”; 6 = “Don’t know”).

4.5.2 Measures of Dependent Variables

The two composite measures of dependent (criterion) variables are the following.

4.5.2.1 Perceived Financial Performance Outcomes (FPOs)

Conventionally, financial performance has been the most widely used key performance indicator of organisational success (Brown & Laverick, 1994; Szekely & Knirsch, 2005). The literature suggests that sustainable companies need to continuously measure and take care of their financial performance (Avery & Bergsteiner, 2010, 2011a; Szekely & Knirsch, 2005). According to the literature, financial performance and profitability are the key measures of corporate success resulting in organisational survival. However, obtaining direct concrete financial data became a challenge, even more so for small businesses (Jing, 2012), particularly in a developing country such as Thailand, thus indirect measures (e.g. self-reports) are suggested as reliable sources of financial performance (Hoogh et al., 2004).

Consistent with Ellis’s (2007) and Murray et al.’s (2005) relative 3-year performance measurement, a composite measure of perceived financial performance outcomes (FPOs) is indirectly assessed based on perceived long-term historical organisational growth in sales and net profits, and ability to control costs in the past three years. Firm performance based on a 3-year period helps minimise the effects of annual fluctuations (Roth, 1992). Aligned with the literature, the perceived measure of financial performance outcomes is employed as a dependent variable of performance measurement and organisational sustainability in this study. Using five-point Likert scales, respondents are asked to report their perceived long-term historical growth of an organisation through their organisation’s increased net profits, increased sales

revenue and decreased controllable costs in the last three years (1 = “Strongly disagree” to 5 = Strongly agree; 6 = “Don’t know”).

4.5.2.2 Perceived Overall Sustainability Performance Outcomes (SPOs)

A composite measure of perceived overall sustainability performance outcomes (SPO) is used as an important proxy to assess performance and organisational sustainability of sustainable enterprises in this thesis. To bridge the current gap in the literature and build on the SL framework (described in Chapter 2), an overall SPO offers a composite measurement of perceived performance outcomes and organisational sustainability by including simultaneously multiple financial and non-financial measures—a relative measure of financial performance, supplier satisfaction, investor satisfaction, customer satisfaction and brand and reputation.

Consistent with the literature (Carmeli & Tisher, 2004; Carmeli & Schaubroeck, 2006; Elbanna & Child, 2007; Slater et al., 2014), the composite measure of overall SPOs refers to the extent to which an organisation’s members perceive that overall organisational leadership and management results in favourable performance outcomes for organisational sustainability. The composite measure of overall SPOs includes the combined rating of financial performance, brand and reputation and supplier satisfaction, investor satisfaction and customer satisfaction with the enterprise, resulting in organisational sustainability. These items are measured using five-point Likert scales (1 = “Strongly disagree” to 5 = “Strongly agree”; 6 = “Don’t know”).

4.5.3 Measures of Control (Extraneous) Variables

In addition to the independent and dependent variables, the literature stresses the importance of considering other control or extraneous variables in empirical studies, since these variables may influence the relationships or interrelationships between the dependent and independent variables, and in turn, affect the research findings. The term “control variables” is commonly used in statistical data analysis and refers to extraneous variables that might influence the relationships within one set of variables given that some of these relationships may spuriously reflect relationships

to variables in another set, which may result in alternative explanations for any change in the dependent variable (Berenson, Levine, & Krehbiel, 2006). The key reason for controlling these variables is to ensure that they will not confound the studied relationships and cause spurious interpretations of the relationships observed. Controlling in statistics is performed by including in the regression analysis not only the explanatory variables of interest but also the control or extraneous variables; failure to do so results in omitted-variable bias (Field, 2009). Therefore, diverse extraneous variables needed to be controlled in this study, particularly when using multivariable data analysis.

In leadership and organisational research, empirical studies (e.g. Ang, Dyne, & Begley, 2003; Avolio, Zhu, Koh, & Bhatia, 2004; Carlopio & Gardner, 1995; Jing, 2012; Li & Li, 2008; Simsek, 2007) identify commonly-used control variables including several demographic variables such as gender, age, race, education and job level (Mumford, Scott, Gaddis, & Strange, 2002). Leaders' (e.g. CEO and manager) tenure also impacts leadership characteristics and organisational performance (Hambrick & Fukutomi, 1991; Jing, 2012; Simsek, 2007). Moreover, the literature suggests that gender, education and age of respondents can predict many leadership behaviours and effectiveness (Barbuto, Fritz, Matkin, & Marx, 2007; Thompson, 2000).

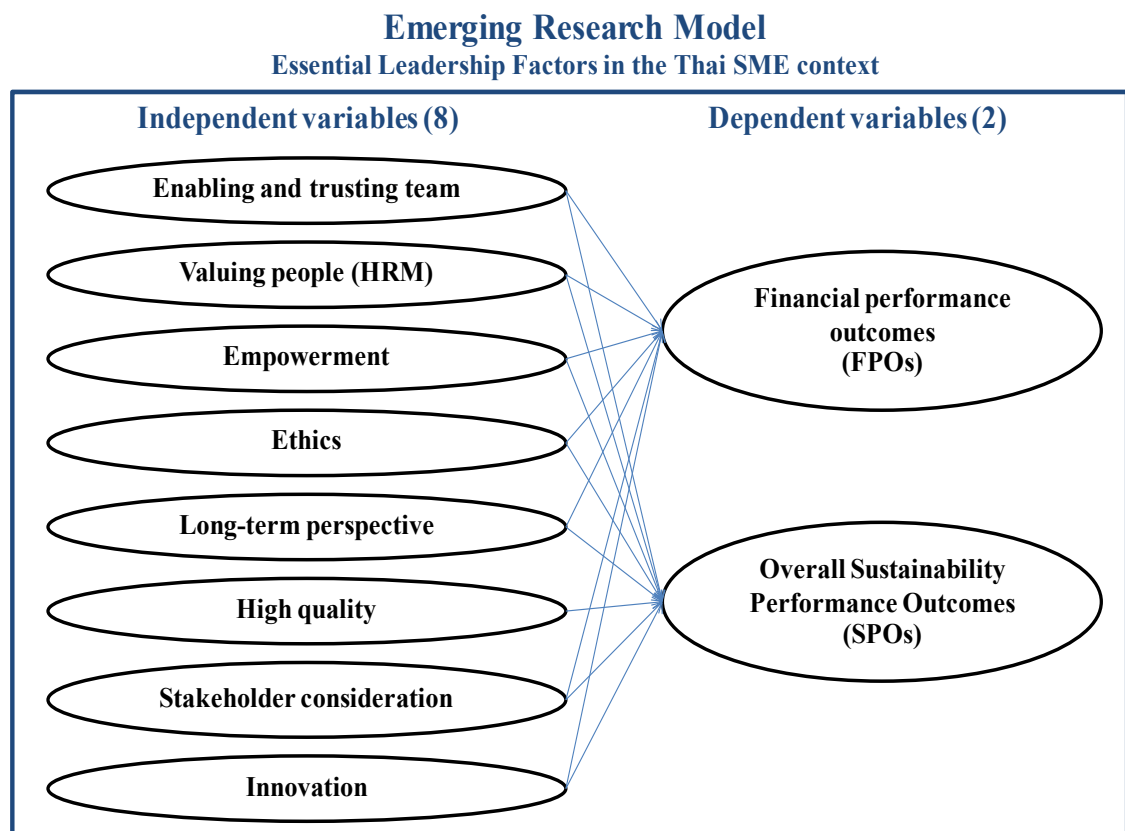
Derived from the literature, various control variables based on the underlying demographics, particularly gender, age, educational level, tenure, and job level, are chosen for this study. Their measure items are listed in the first part of the questionnaire (see Appendix G for reference).

4.6 Emerging Research Model and Hypotheses

This section discusses an emerging research model derived from the exploratory factor analysis (EFA). Additional new hypotheses are also developed the research model.

4.6.1 Proposed Emerging Research Model

Derived from the EFA, an emerging research model is proposed. In the research model, the 10 emerging, underlying leadership and management factors are grouped into two domains: (1) independent variables and (2) dependent variables. Eight independent variables consist of enabling and trusting team, valuing people (HRM), empowerment, ethics, long-term perspective, high quality, stakeholder consideration and innovation. A composite measure of FPOs and overall SPOs are the two dependent variables in this study. Figure 4.1 depicts this model.



Source: Suparak Suriyankietkaew (Author)

Figure 4.1 Emergent Research Model Based on EFA

4.6.2 Proposed Emerging Hypotheses (H)

Derived from the results of the EFA and supported by the literature, two sets of new hypotheses supplementing the original H2 and two additional hypotheses adding to the original H3 emerged, as discussed subsequently.

In addition to the original H2, it is postulated that there are positive predictive relationships between eight emerging, underlying leadership and management factors and two composite measures of organisational performance outcomes based on perceived FPOs and overall SPOs. A total of 16 emerging hypotheses are grouped in two sets:

The set of H2.1 is linked to a composite measure of FPOs as follows:

H2.1a: *Enabling and trusting team positively predicts enhanced perceived FPOs.*

H2.1b: *Valuing people positively predicts enhanced perceived FPOs.*

H2.1c: *Empowerment positively predicts enhanced perceived FPOs.*

H2.1d: *Ethics positively predicts enhanced perceived FPOs.*

H2.1e: *Long-term perspective positively predicts enhanced perceived FPOs.*

H2.1f: *High quality positively predicts enhanced perceived FPOs.*

H2.1g: *Stakeholder consideration positively predicts enhanced perceived FPOs.*

H2.1h: *Innovation positively predicts enhanced perceived FPOs.*

The set of H2.2 is associated to a composite measure of overall SPOs as follows:

H2.2a: *Enabling and trusting team positively predicts enhanced perceived overall SPOs.*

H2.2b: *Valuing people positively predicts enhanced perceived overall SPOs.*

H2.2c: *Empowerment positively predicts enhanced perceived overall SPOs.*

H2.2d: *Ethics positively predicts enhanced perceived overall SPOs.*

H2.2e: *Long-term perspective positively predicts enhanced perceived overall SPOs.*

H2.2f: *High quality positively predicts enhanced perceived overall SPOs.*

H2.2g: *Stakeholder consideration positively predicts enhanced perceived overall SPOs.*

H2.2h: *Innovation positively predicts enhanced perceived overall SPOs.*

In addition to the original H3, H3.1 and H3.2, it appears that the more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived performance outcomes for organisational sustainability, namely FPOs and overall SPOs.

***H3.1:** The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived financial performance outcomes (FPOs) for organisational sustainability will be.*

***H3.2:** The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived overall sustainability performance outcomes (SPOs) for organisational sustainability will be.*

Besides the original hypotheses, these emerging hypotheses are added in the second and third set of hypotheses and examined in-depth, as explained next.

4.7 In-depth Statistical Analysis

This section explains procedures and results of statistical analyses used to uncover answers to the rest of the research questions and test the subsequent hypotheses in great detail.

4.7.1 Multiple Regression Analysis

Multiple regression analysis is a multivariate statistical technique used to examine the relationship between a single dependent variable and a set of independent variables. It is one of the most widely used analysis techniques in research with broad applicability in prediction and explanation (Hair et al., 2010; Meyers et al., 2005; Tabachnick & Fidell, 2007), and has been widely accepted among leadership researchers (e.g. Keller, 2006; Schriesheim et al., 1995; Villa, Howell, Dorfman, & Daniel, 2003). For this study, multiple regression analysis is the most appropriate multivariate statistical technique for hypothesis-testing, and answering the second and third research question and examining their relevant hypotheses.

For this empirical examination, the primary objective is to test hypotheses of interests and uncover answers to the second and third research question (RQ2 and RQ3) by analysing the relationship between each dependent variable and eight underlying leadership and management factors for organisational sustainability as the independent (predictor) variables as well as assessing the strength of the relationships

and examining the relative contribution of each underlying leadership and management factor to different composite measures of perceived FPOs and overall SPOs; thereby multiple regression analysis is the most suitable statistical method.

In particular, the researcher employed standard multiple regression using an enter method to evaluate the relationships between a set of independent variables and each dependent variable and avoid biases in selecting which should be the first variables to input in SPSS (Hair et al., 2010). Multiple regression analysis offers several benefits for this study. First, it allows determination of the predictive power of the dependent variables, including both individual and composite measures of perceived financial performance outcomes (FPOs) and overall sustainability performance outcomes (SPOs), and with a set of the independent variables, comprising eight underlying leadership and management factors for organisational sustainability, and the control variables. Second, it permits comparison of results across two or more alternatives or competing models. Third, it can be used to assess the relative importance of each independent variable in predicting the dependent variables.

In sum, the multiple regression analysis enabled the researcher to test the constructed regression model that helped explain which underlying leadership and management factors derived from the SL framework and supported by the literature would best predict enhanced organisational performance and sustainability in this research study.

4.7.1.1 Descriptive Statistics

Prior multiple regression analysis, the nature and quality of data for all composite variables measuring organisational sustainability derived from EFA were inspected. Table 4.10 summarises the descriptive statistics, including means and standard deviation (S.D.), correlations and p-values. Results show that all composite independent variables in this study are correlated significantly at either the 5% or 1% levels. Overall, the correlations reveal that all underlying leadership and management factors are significantly related to both FPOs and SPOs.

Table 4.10 Summary of Descriptive Statistics and Correlations

	Mean	S.D.	1	2	3	4	5	6	7	8	9	10
1 Enabling Trusting Team	3.716	.626										
2 Valuing People	2.847	.682	.063*									
3 Empowerment	3.519	.633	.564**	.191**								
4 Ethics	3.943	.583	.476**	-.160**	.353**							
5 LongTerm Perspective	3.825	.625	.461**	-.104**	.394**	.526**						
6 High quality	3.992	.536	.580**	-.171**	.336**	.546**	.418**					
7 Stakeholder Consideration	3.858	.535	.560**	-.009	.496**	.426**	.452**	.530**				
8 Innovation	3.396	.755	.475**	.313**	.394**	.261**	.278**	.316**	.315**			
9 FPOs	3.340	.884	.202**	.114**	.170**	.121**	.172**	.238**	.187**	.221**		
10 SPOs	3.449	.722	.320**	.157**	.306**	.193**	.195**	.317**	.277**	.301**	.439**	1

* correlation is significant at the 0.05 level

** correlation is significant at the 0.01 level

4.7.1.2 Assumptions Check for Multiple Regression Analysis

According to the literature (Hair et al., 2010), the rule of thumb requires a minimum ratio of observations to independent variables of 5:1, and preferred ratios of 15:1 or 20:1 to ensure appropriateness and adequate statistical power. Since the current study had 23 independent variables, the sample size of 1,508 observations for the study was adequate. Prior to conducting the multiple regression analysis, four important assumptions were checked to ensure that they met the requirements of the representativeness of the sample and robustness of the results in this study. The assumption check included (1) linearity, (2) normality, (3) constant variance (homoscedasticity), and (4) multicollinearity. The independent errors assumption was omitted in this study since data were cross-sectional.

Results from the assumption check were as follows. First, a residual analysis for linearity, histogram of the residuals and normal probability plot reported no nonlinear relationships between the dependent variables and independent variables; thus the relationships were considered linear. Second, for the normality test, the Shapiro-Wilk test indicated a skewed distribution by rejecting the null hypothesis of a normal distribution at the significance level of 1% (p-value <0.01). However, the problem of normality could be ignored due to the large sample size and the central limit theorem. Third, the issue of homoscedasticity (equal variance) was checked using White's test for heteroscedasticity, and no problems were found since the probability distribution of the errors has constant variance. Finally, no multicollinearity problems were detected in any all variables since the variance inflation factor (VIF) results were close to 1 and below 5, as presented in Table 4.12 and 4.13. After the assumption checks, the results of robust regression are explained next.

4.7.1.3 Regression Results

An enter method for the standard multiple regression analysis was employed in this study. Using the enter method, all composite independent variables underlying essential leadership and management factors for organisational sustainability were input into SPSS, then each composite dependent variable was examined one by one to mitigate variable selection biases. Additional control variables (i.e. gender, age, education, tenure and job level) were investigated to assess their influence on the

relationships between the independent and dependent variables. To validate results and model fits, regression models were assessed using R square (R^2), adjusted R square (R^2) and F-statistics for overall model fit as well as estimated regression coefficients for predictive fit to uncover positive or negative prediction and the strengths of the relationships in the regression variables. Overall, the results from the multiple regression analysis enabled the researcher to answer RQ2-3 and test all relevant hypotheses (H2, H2.1a-h, H2.2a-h, H3, H3.1 and H3.2).

Prior to answering the research questions, their hypotheses are reiterated as follows. Primarily, H2 was largely developed from the literature review in Chapter 2.

***H2:** There is a positive predictive relationship between underlying leadership and management factors derived from SL and perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO).*

After conducting the EFA, two more sets of eight hypotheses emerged relating to two emerging dependent factors, namely perceived FPOs (H2.1a-h) and overall SPOs (H2.2a-h):

The first set of H2.1 is linked to a composite measure of perceived FPOs. Each hypothesis states that its factor positively predicts enhanced perceived FPOs. The hypotheses and relevant factors are:

***H2.1a:** Enabling and trusting team; **H2.1b:** Valuing people; **H2.1c:** Empowerment; **H2.1d:** Ethics; **H2.1e:** Long-term perspective; **H2.1f:** High quality; **H2.1g:** Stakeholder consideration; and **H2.1h:** Innovation.*

The set of H2.2 is associated to a composite measure of overall SPOs. Each hypothesis states that its factor positively predicts enhanced perceived overall SPOs. The hypotheses and relevant factors are:

***H2.2a:** Enabling and trusting team; **H2.2b:** Valuing people; **H2.2c:** Empowerment; **H2.2d:** Ethics; **H2.2e:** Long-term perspective; **H2.2f:** High quality; **H2.1g:** Stakeholder consideration; and **H2.2h:** Innovation.*

In addition, H3 is postulated, based on the literature review in Chapter 2. And, its supplementary hypotheses are based on the two composite dependent variables (i.e. perceived FPOs and overall SPOs), resulting from the EFA.

H3: *The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) will be.*

H3.1: *The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived financial performance outcomes (FPOs) for organisational sustainability will be.*

H3.2: *The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived overall sustainability performance outcomes (SPOs) for organisational sustainability will be.*

Using multiple regression analysis, Table 4.11 presents a summary of the results and model fit. Unstandardised coefficients (B) that are significantly different from zero at a significance level of 5% are marked *, and 1% are marked **.

Table 4.11 Summary of Regression Results and Model Fit for Two Dependent Variables

Unstandardised Coefficients (B)		
Variables	Composite_FPOs	Composite_SPOs
(Constant)	.710	.810
EnablingTrustingTeam	-.030	.055
ValuingPeople	0.185**	0.147**
Empowerment	.056	0.149**
Ethics	-0.109*	-.039
LongTermPerspective	0.107*	-.001
Quality	0.287**	0.276**
StakeholderConsideration	.048	.062
Innovation	0.105*	0.102**
Control_Leader	0.223**	0.091*
Control_Male	.084	.046
Control_AgeAbove25	0.139*	-.044
Control_HigherEducation	0.199**	.004
Control_ShortWorkExperience	-.037	-0.087*
Model Fit:		
N	1508	1508
R square (R ²)	0.128	0.195
Adjusted R square (R2)	0.121	0.188
F-Value	16.917**	27.836**

* p < 0.05; ** p < 0.01

Detailed regression results for each hypothesis testing are explained below.

(1) A composite measure of perceived financial performance outcomes (FPOs) as the dependent variable:

A regression model of perceived financial performance outcomes (FPOs), as presented in Table 4.11, indicates R² of 12.8%, adjusted R² of 12.1%, F-statistics of 16.917 and p<0.01. This means that the underlying leadership and management factors can explain 12.1% of variations in perceived FPOs. The model is significant overall at the 1% level. It is evident that there is at least one independent variable that has a

significant relationship with perceived FPOs. Thus, H2 is supported, since there is a positive predictive relationship between underlying leadership and management factors derived from the SL framework and perceived FPOs for organisational sustainability.

For H2.1a-h, the unstandardised coefficients (B) of the regression model indicate that four underlying leadership and management factors linked with SL framework, namely valuing people or HRM ($B = 0.185$, $p = 0.000$), long-term perspective ($B = 0.107$, $p = 0.014$), high quality ($B = 0.287$, $p = 0.000$) and innovation ($B = 0.105$, $p = 0.003$), are positively significant to perceived FPOs at 1% significance level ($p < 0.01$). However, ethics ($B = -0.109$, $p = 0.026$) is negatively significant to perceived FPOs. The other SL practices are not significant to the criterion variable. After controlling for gender, age, education, tenure, higher education and job level, the evidence indicates that mature age ($B = 0.139$, $p = 0.043$), higher education ($B = 0.199$, $p = .000$) and senior executive job-level ($B = 0.223$, $p = 0.000$) show positive significant results ($p < 0.05$), that is, they influence the relationship. The other control variables present non-significant effects ($p > 0.05$). Overall, the regression result shows that in addition to four SL practices, the control variables mature age, higher education and senior executives job-level positively predict enhanced perceived FPOs. Consequently, H2 and specifically H2.1b, H2.1e, H2.1f and H2.1h are supported, showing the positive predictive relationships between the underlying leadership and management factors and perceived FPOs.

For H3 and H3.1, the standardised coefficients (Beta) reveal that certain underlying leadership and management factors have higher impact and predictive strengths on perceived FPOs, as illustrated in Table 4.12. Among the statistically significant coefficients, high quality (17.4%) has the highest impact on perceived FPOs. The other significant leadership and management factors with relatively lower Beta comprise valuing people or HRM (14.3%), innovation (8.9%), long-term perspective (7.6%) and ethics (7.2%). Therefore, the prediction of H3, specifically H3.1, is supported that the more of these underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived financial performance outcomes (FPOs) for organisational sustainability will be.

Table 4.12 Regression Results for Perceived FPOs

Model	Coefficients ^a								
	Unstandardised Coefficients		Stand-ardised Coeff-icients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Toler-ance	VIF
1									
(Constant)	.710	.244		2.910	.004	.231	1.189		
Enabling TrustingTeam	-.030	.052	-.022	-.591	.555	-.132	.071	.438	2.284
Valuing People	.185	.037	.143	5.014	.000	.113	.257	.721	1.387
Empowerment	.056	.045	.040	1.255	.210	-.032	.144	.570	1.755
Ethics	-.109	.049	-.072	-2.233	.026	-.204	-.013	.568	1.761
LongTerm Perspective	.107	.044	.076	2.463	.014	.022	.193	.614	1.628
Quality	.287	.057	.174	5.060	.000	.176	.399	.491	2.036
Stakeholder Consideration	.048	.054	.029	.888	.375	-.057	.153	.554	1.804
Innovation	.105	.035	.089	2.996	.003	.036	.173	.656	1.524
Control_Leader	.223	.058	.107	3.816	.000	.108	.338	.737	1.356
Control_Male	.084	.044	.047	1.896	.058	-.003	.170	.939	1.065
Control_Age Above25	.139	.068	.054	2.030	.043	.005	.273	.821	1.218
Control_Higher Education	.199	.054	.091	3.685	.000	.093	.306	.964	1.037
Control_Short WorkExperience	-.037	.049	-.021	-.758	.449	-.132	.058	.783	1.277

a. Dependent Variable: FPOs

(2) A composite measure of perceived overall Sustainability Performance Outcomes (SPOs) as the dependent variable:

A regression model of perceived customer satisfaction yields an R^2 of 19.5%, adjusted R^2 of 18.8%, F-statistics of 27.836.450 and $p < 0.01$, as shown in Table 4.11. Thus, the underlying leadership and management factors can explain 18.8% of the variation in perceived overall SPOs of SMEs in Thailand. Overall, the model is significant at the 1% level, indicating that at least one independent variable has a significant relationship with perceived overall SPOs.

For H2.2a-h, the unstandardised coefficients (B) of the regression model reveal that four underlying leadership factors, namely valuing people or HRM ($B = 0.147$, $p = 0.000$), empowerment ($B = 0.149$, $p = 0.000$), high quality ($B = 0.276$, $p = 0.000$), and innovation ($B = 0.102$, $p = 0.000$), are positively correlated with perceived SPOs at the 1% significance level ($p < 0.01$). The other underlying leadership and management factors are not significantly related to the criterion variable. After controlling for gender, age, education, tenure and job level, the result shows that senior executive job-level ($B = 0.091$, $p = 0.049$) is positively significant ($p < 0.05$), short tenure ($B = -0.087$, $p = 0.022$) is negatively significant ($p < 0.05$), and the rest of the control variables are not significant ($p > 0.05$). Therefore, these underlying leadership factors—senior executive job-level and long tenure—positively predict perceived enhanced overall SPOs. In sum, the overall result shows the positive predictive relationship between the underlying leadership and management factors and perceived SPOs, supporting the prediction of H2, particularly H2.2b, H2.2c, H2.2f and H2.2h.

For H3 and H3.2, the standardised coefficients (Beta), as illustrated in Table 4.13, suggest that certain underlying leadership and management factors have higher impact and predictive strengths on perceived overall SPOs than the others. Among the statistically significant coefficients, high quality (20.5%) has the highest impact on perceived overall SPOs. The other significant underlying leadership and management factors with relatively lower Beta comprise valuing people or HRM (13.9%), empowerment (13.1%) and innovation (10.6%). Therefore, H3 and H3.2 in particular are supported, that the more of these significant leadership and management factors an organisation adopts, the higher the perceived overall sustainability performance outcomes (SPOs) will be.

Table 4.13 Regression Results for Perceived SPOs

Coefficients ^a									
Model	Unstandardised Coefficients		Stand- ardised Coeff- icients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Toler- ance	VIF
1									
(Constant)	.810	.192		4.227	.000	.434	1.186		
Enabling TrustingTeam	.055	.040	.048	1.368	.171	-.024	.135	.438	2.285
Valuing People	.147	.029	.139	5.078	.000	.090	.203	.724	1.382
Empowerment	.149	.035	.131	4.255	.000	.080	.218	.569	1.756
Ethics	-.039	.038	-.031	-1.011	.312	-.113	.036	.568	1.761
LongTerm Perspective	-.001	.034	-.001	-.017	.986	-.068	.067	.614	1.627
Quality	.276	.045	.205	6.190	.000	.189	.363	.491	2.036
Stakeholder Consideration	.062	.042	.046	1.468	.142	-.021	.144	.554	1.804
Innovation	.102	.027	.106	3.709	.000	.048	.156	.656	1.524
Control_Leader	.091	.046	.053	1.974	.049	.001	.181	.737	1.356
Control_Male	.046	.035	.032	1.324	.186	-.022	.114	.939	1.065
Control_Age Above25	-.044	.054	-.021	-.814	.416	-.149	.061	.823	1.215
Control_HigherE ducation	.004	.042	.002	.084	.933	-.080	.087	.965	1.037
Control_Short WorkExperience	-.087	.038	-.060	-2.289	.022	-.162	-.012	.783	1.278

a. Dependent Variable: SPOs

4.7.2 Summary of Regression Results

Using multiple regression analyses, this empirical research reports that certain underlying leadership and management factors derived from the SL framework contribute differentially to the two composite dependent measures of performance outcomes for organisational sustainability (FPOs and overall SPOs), as previously discussed. Additionally, the regression results from the standardised coefficients (Beta) indicate that these underlying leadership and management factors have greater impact and predictive strengths on each of the dependent measures, as earlier described. The results suggest that varied underlying leadership and management factors significantly and positively predict enhanced different performance outcomes and organisational sustainability in firms.

In conclusion, the predictions of H2, specifically H2.1b, H2.1e, H2.1f, H2.1h of the first set of emerging hypotheses and H2.2b, H2.2c, H2.2f and H2.2h of the second set of emerging hypotheses, are supported. Moreover, H3 and more specifically the emerging H3.1 and H3.1 are supported.

4.8 Follow-up Analysis

This section focuses on answering RQ4 and H4-6. It describes statistical analyses used to uncover insights into the perceptual differences between the two groups of respondents (i.e. senior executives and employees) concerning which underlying leadership and management factors significantly predict which measures of SPO. First of all, a t-test statistic was employed to assess whether there was any difference in responses between the two groups. Then, a multiple regression technique was used to examine the perceptual discrepancies based on resulting performance outcomes for organisational sustainability, particularly FPOs and overall SPOs.

4.8.1 T-test Statistic for Independent Samples

This section mainly concerns H4, as repeated below. It focuses on a follow-up analysis that aims to gain better insights into the two main sub-populations in this study (i.e. senior executives and employees) based on all dependent variables. Using t-test analysis for independent samples, any differences in means between the two sub-populations were examined as described next.

H4: There is a difference in perceptions between senior executives and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs

4.8.1.1 Descriptive Statistics

Prior to the analyses, the researcher created a new “dummy” variable (Control_Leader) to classify two job levels of interest, namely 357 valid senior executive responses and 1,150 valid employee responses. The means were within the expected ranges base on the five-point Likert scale for all dependent variables, based on the t-test statistic. A detailed summary is presented in Table 4.14.

Table 4.14 Descriptive Information for T-test Statistic

Group Statistics				
Control_Leader	N	Mean	Std. Deviation	Std. Error Mean
FPOs				
0	1151	3.2525	.93712	.02762
1	357	3.6218	.60521	.03203
SPOs				
0	1151	3.3927	.72924	.02149
1	357	3.6314	.66866	.03539

4.8.1.2 Result of T-test Statistic

T-test for equality of means between the independent samples of senior executive and employees and the dependent variables of perceived FPOs and overall SPOs, results reject the null hypothesis in both cases, as illustrated in Table 4.15.

For perceived FPOs, Levene's test for equality of variances between the independent samples and perceived FPOs indicates assumed equal variances ($F = 24.125$, $p = 0.000$). The equal variances t-test values are significant at the 1% level ($t = -7.006$, $df = 1506$, $p = 0.000$), the result thus indicates that there is a difference in perceptions between the groups in terms of perceived FPOs.

For perceived SPOs, the null hypothesis of equal variances between the two independent samples and SPOs cannot be rejected, suggesting assumed unequal variances ($F = .039$, $p = 0.844$) using Levene's test for equality of variances. The unequal variances t-test values are significant at the 1% level ($t = -5.765$, $df = 639.920$, $p = 0.000$). The result indicates that the means of the two independent samples are different, thereby suggesting that there is a difference in perceptions between the groups in terms of perceived SPOs.

Overall, the t-test results support H4 since there is a difference in perceptions between senior executives and employees about which underlying leadership and management factors derived from SL predict to enhance perceived FPOs and overall SPOs in Thai SMEs.

Based on the t-test results, the researcher further investigated the different patterns of the two samples.

Table 4.15 T-test Result

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
FPOs	Equal variances assumed	24.125	.000	-7.006	1506	.000	-.36931	.05271	-.47272	-.26591
	Equal variances not assumed			-8.732	924.156	.000	-.36931	.04230	-.45232	-.28631
SPOs	Equal variances assumed	.039	.844	-5.508	1506	.000	-.23866	.04333	-.32367	-.15366
	Equal variances not assumed			-5.765	639.920	.000	-.23866	.04140	-.31996	-.15737

4.8.2 Result of Multiple Regression Analysis

Using multiple regression analysis, the researcher further examined the differences between the senior executive and employee subgroups, and organisational performance based on perceived sustainability performance outcomes for organisational sustainability (SPO), to test H5 and H6 of RQ4 (repeated below). The purpose was to gain further insights into the different perceptions between senior executives and employees about which underlying leadership and management factors positively predict to enhance performance outcomes for organisational sustainability based on the two emerging composite measures of perceived FPOs (H5.1 and H6.1) and overall SPOs (H5.2 and H6.2).

4.8.2.1 Result of Multiple Regression Analysis for Perceptions of Senior Executives

This part discusses regression results concerning perceptions of senior executives. H5's prediction is based on the literature review in Chapter 2. Two additional hypotheses (H5.1-5.2), relating to two composite measures of perceived FPOs and overall SPOs, emerged from the EFA.

***H5:** Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.*

***H5.1:** Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived financial performance outcomes (FPOs) for organisational sustainability in Thai SMEs.*

***H5.2:** Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived overall sustainability performance outcomes (SPOs) for organisational sustainability in Thai SMEs.*

A summary of the regression results for senior executives based on performance outcomes for organisational sustainability, including two composite measures of perceived FPOs and overall SPOs, is shown in Table 4.16.

Table 4.16 Summary of Regression Result and Model Fit for Senior Executives**Unstandardised Coefficients (B) for Senior Executives**

Variables	Composite_FPOs	Composite_SPOs
(Constant)	.873	1.059
EnablingTrustingTeam	-.004	.146
ValuingPeople	.057	.057
Empowerment	.008	.120
Ethics	-.102	-.059
LongTermPerspective	-.042	-.107
Quality	0.272**	.178
StakeholderConsideration	0.167*	.030
Innovation	0.172**	0.139*
Control_Male	0.131*	0.162*
Control_AgeAbove25	.467	.546
Control_Higher Education	0.235**	.144
Control_ShortWorkExperience	-.078	-0.171*
Model Fit:		
N	357	357
R square (R ²)	0.146	0.122
Adjusted R square (R2)	0.116	0.092
F-Value	4.910**	3.997**

* p < 0.05; ** p < 0.01

Detailed regression results for each hypothesis are explained below.

(1) For senior executives based on a composite measure of perceived financial performance outcomes (FPOs):

For senior executives (see Table 4.16), the regression model produces R^2 of 14.6%, adjusted R^2 of 11.6%, F-statistics of 4.910 and $p < 0.01$. It reports that the underlying leadership and management factors based on the independent sample of senior executives can explain 11.6% of the variation in perceived FPOs of Thai SMEs. Overall, the model is significant at the 1% level, indicating that at least one independent variable that has a significant relationship with perceived FPOs.

As shown in Table 4.17, the unstandardised coefficients (B) of the regression model provide evidence that senior executives perceive that high quality ($B = 0.272$, $p = 0.001$), stakeholder consideration ($B = 0.167$, $p = 0.033$) and innovation ($B = 0.172$, $p = 0.004$), positively predict enhanced FPOs at 1% and 5% significance level. After controlling for gender, age, education, tenure and job level, the results indicate that male gender ($B = 0.131$, $p = 0.042$) and higher education ($B = 0.235$, $p = 0.009$) also has effects on the relationship ($p < 0.05$).

In addition, the standardised coefficients (Beta) suggest different relative impacts and predictive strengths on enhanced FPOs based on the perceptions of senior executives as follows. Among the statistically significant coefficients, high quality (22.2%) has the highest impact on perceived FPOs. The other significant leadership and management factors with relatively lower Beta comprise innovation (17%) and stakeholder consideration (13.7%). Therefore, H5.1 is supported, showing positive predictive relationships between these essential leadership and management factors and perceived FPOs.

Table 4.17 Regression Result for Perceived FPOs for Senior Executives

Model	Coefficients ^{a,b}								
	Unstandardised Coefficients		Stand- ardised Coeff- icients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Toler- ance	VIF
1									
(Constant)	.873	.710		1.230	.220	-.523	2.270		
Enabling TrustingTeam	-.004	.084	-.003	-.046	.963	-.169	.162	.475	2.106
Valuing People	.057	.059	.052	.962	.337	-.059	.173	.847	1.180
Empowerment	.008	.057	.009	.139	.889	-.103	.119	.640	1.562
Ethics	-.102	.077	-.083	-1.328	.185	-.253	.049	.635	1.574
LongTerm Perspective	-.042	.059	-.045	-.715	.475	-.159	.074	.638	1.567
Quality	.272	.082	.222	3.336	.001	.112	.433	.560	1.786
Stakeholder Consideration	.168	.079	.137	2.135	.033	.013	.322	.602	1.660
Innovation	.172	.059	.170	2.901	.004	.055	.288	.725	1.380
Control_Male	.131	.064	.105	2.039	.042	.005	.257	.943	1.060
Control_AgeAbove25	.467	.575	.041	.812	.417	-.664	1.599	.981	1.020
Control_HigherEducation	.235	.089	.137	2.646	.009	.060	.410	.924	1.082
Control_ShortWorkExperience	-.078	.073	-.056	-1.066	.287	-.223	.066	.914	1.094

a. Control_Leader = 1

b. Dependent Variable: FPOs

(2) For senior executives based on a composite measure of perceived overall sustainability performance outcomes (SPOs):

Regarding the SPO analysis for senior executives, the regression model produced R^2 of 12.2%, adjusted R^2 of 9.2%, F-statistics of 3.997 and $p < 0.01$. It reports that the underlying leadership and management factors based on the independent sample of senior executives can explain 9.2% of the variation in perceived overall SPOs (see Table 4.16). Overall, the model is significant at the 1% level, indicating that at least one independent variable that has a significant relationship with perceived overall SPOs.

As presented in Table 4.18, the regression result from unstandardised coefficients (B) reports that senior executives perceive that only innovation ($B = 0.139$, $p = 0.037$) positively predicts to enhance perceived overall SPOs at 5% significance level. After controlling for gender, age, education, tenure and job level, the results show that male gender ($B = 0.201$, $p = 0.002$) has a positive predictive effect, while short tenure ($B = -0.171$, $p = 0.038$) has a negative predictive effect on the relationship.

Moreover, a standardised coefficient (Beta) denotes that innovation with Beta of 12.5% has the highest impact and predictive strength on perceived overall SPOs based on the perceptions of senior executives. Therefore, the more an organisation adopts innovation, the higher the perceived overall SPOs will be.

From the regression results, H5.2 is supported, showing a positive predictive relationship between the significant leadership and management factor of innovation and perceived overall SPOs in Thai SMEs.

In sum, the prediction of H5, H5.1 and H5.2 are supported, demonstrating that senior executives perceive that these underlying leadership and management factors derived from the SL framework are significant and positively predict enhanced performance outcomes for organisational sustainability based on the perceived FPOs and overall SPOs in Thai SMEs.

Table 4.18 Regression Result for Perceived SPOs for Senior Executives**Coefficients^{a,b}**

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	1.059	.795		1.331	.184	-.506	2.623		
Enabling TrustingTeam	.146	.094	.114	1.553	.121	-.039	.332	.475	2.106
Valuing People	.057	.066	.048	.866	.387	-.073	.187	.847	1.180
Empowerment	.120	.063	.119	1.888	.060	-.005	.244	.640	1.562
Ethics	-.059	.086	-.044	-.687	.493	-.228	.110	.635	1.574
LongTerm Perspective	-.107	.066	-.102	-1.615	.107	-.238	.023	.638	1.567
Quality	.178	.091	.131	1.943	.053	-.002	.358	.560	1.786
Stakeholder Consideration	.030	.088	.022	.337	.736	-.143	.203	.602	1.660
Innovation	.139	.066	.125	2.099	.037	.009	.269	.725	1.380
Control_Male	.162	.072	.117	2.251	.025	.020	.303	.943	1.060
Control_Age Above25	.546	.644	.043	.847	.398	-.722	1.813	.981	1.020
Control_HigherEducation	.144	.099	.076	1.451	.148	-.051	.340	.924	1.082
Control_ShortWorkExperience	-.171	.082	-.110	-2.084	.038	-.333	-.010	.914	1.094

a. Control_Leader = 1

b. Dependent Variable: SPOs

4.8.2.2 Result of Multiple Regression Analysis for Perceptions of Employees

Regression results here relate to the perceptions of employees. H6 is postulated based on the literature review in Chapter 2. Two additional hypotheses (H6.1-6.2), linking to two composite measures of FPOs and overall SPOs, emerged from the EFA.

***H6:** Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.*

***H6.1:** Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived financial performance outcomes (FPOs) for organisational sustainability in Thai SMEs.*

***H6.2:** Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived overall sustainability performance outcomes (SPOs) for organisational sustainability in Thai SMEs.*

A summary of regression results for employees based on the perceived FPOs and overall SPOs are presented in Table 4.19.

Table 4.19 Summary of Regression Result and Model Fit for Employees

Unstandardised Coefficients (B) for Employees		
Variables	Composite_FPOs	Composite_SPOs
(Constant)	.643	.626
EnablingTrustingTeam	-.040	.032
ValuingPeople	0.215**	0.167**
Empowerment	.070	0.136**
Ethics	-.108	-.048
LongTermPerspective	0.158**	.038
Quality	0.285**	0.317**
StakeholderConsideration	.003	.077
Innovation	0.088*	0.087**
Control_Male	.072	.010
Control_Age Above25	.146	-.042
Control_Higher Education	0.201**	-.020
Control_Short WorkExperience	-.030	-.068
Model Fit:		
N	1151	1151
R square (R ²)	0.100	0.204
Adjusted R square (R2)	0.090	0.195
F-Value	10.504**	24.255**

* p < 0.05; ** p < 0.01

Detailed regression results for each hypothesis testing are explained below.

(1) For employees, based on a composite measure of perceived financial performance outcomes (FPOs):

For employees, the regression model produces R^2 of 10.0%, adjusted R^2 of 9.0%, F-statistics of 10.504 and $p < 0.01$ (see Table 4.19). It reports that the underlying leadership and management factors based on the independent sample of employees can explain 9.0% of the variation in perceived FPOs of Thai SMEs. Overall, the model is significant at the 1% level, indicating that at least one independent variable that has a significant relationship with perceived overall FPOs.

As presented in Table 4.20, the unstandardised coefficients (B) demonstrate that employees perceive that valuing people or HRM ($B = 0.215$, $p = 0.000$), long-term perspective ($B = 0.158$, $p = 0.004$), high quality ($B = 0.285$, $p = 0.000$), and innovation ($B = 0.088$, $p = 0.035$), positively predict enhanced FPOs at the 1% and 5% significance level. After controlling for gender, age, education, tenure and job level, the result shows that higher education ($B = 0.201$, $p = 0.002$) also has an effect on the relationship.

In addition, the standardised coefficients (Beta) indicate different relative impacts and predictive strengths on enhanced FPOs based on the perceptions of employees. Among the statistically significant coefficients, valuing people or HRM (16.1%) has the highest impact on perceived FPOs. The other significant underlying leadership and management factors with relatively lower Beta consist of high quality (15.5%), long-term perspective (10.2%) and innovation (7.4%).

Therefore, the prediction of H6.1 is supported, showing a positive predictive relationship between these significant leadership and management factors and perceived FPOs.

Table 4.20 Regression Result for Employees Based on Perceived FPOs

Coefficients ^{a,b}									
Model	Unstandardised Coefficients		Stand- ardised Coeff- icients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Toler- ance	VIF
1									
(Constant)	.643	.290		2.218	.027	.074	1.212		
Enabling TrustingTeam	-.040	.062	-.027	-.644	.520	-.161	.081	.446	2.241
ValuingPeople	.215	.046	.161	4.699	.000	.125	.305	.677	1.476
Empowerment	.070	.060	.046	1.169	.243	-.047	.187	.501	1.995
Ethics	-.108	.059	-.067	-1.838	.066	-.223	.007	.588	1.699
LongTerm Perspective	.158	.055	.102	2.875	.004	.050	.265	.624	1.603
Quality	.285	.071	.155	3.997	.000	.145	.424	.525	1.906
Stakeholder Consideration	.003	.067	.002	.051	.960	-.127	.134	.552	1.813
Innovation	.088	.042	.074	2.111	.035	.006	.170	.637	1.571
Control_Male	.072	.054	.038	1.326	.185	-.035	.179	.969	1.032
Control_Age Above25	.146	.075	.060	1.948	.052	-.001	.294	.836	1.196
Control_Higher Education	.201	.065	.089	3.104	.002	.074	.328	.967	1.034
Control_Short WorkExperience	-.030	.059	-.015	-.508	.612	-.146	.086	.881	1.135

a. Control_Leader = 0

b. Dependent Variable: FPOs

(2) For employees based on a composite measure of perceived overall sustainability performance outcomes (SPOs):

For employees, the regression model produces R^2 of 20.4%, adjusted R^2 of 19.5%, F-statistics of 24.255 and $p < 0.01$ (see Table 4.19). It reports that the underlying leadership and management factors based on the independent sample of employees can explain 19.5% of the variation in perceived overall SPOs of Thai SMEs. Overall, the model is significant at the 1% level, indicating that at least one independent variable that has a significant relationship with perceived overall SPOs.

As presented in Table 4.21, the unstandardised coefficients (B) of the regression model show that employees perceive that valuing people or HRM ($B = 0.167$, $p = 0.000$), empowerment ($B = 0.136$, $p = 0.002$), high quality ($B = 0.317$, $p = 0.000$) and innovation ($B = 0.087$, $p = 0.004$), positively predict enhanced overall SPOs at the 1% significance level. After controlling for gender, age, education, tenure and job level, the results indicate no effects of control variables on the relationship.

In addition, the standardised coefficients (Beta) suggest different relative impacts and predictive strengths on enhanced overall SPOs based on the perceptions of employees as follows. Among the statistically significant coefficients, high quality (22.2%) has the highest impact on perceived overall SPOs. The other significant underlying leadership and management factors with relatively lower Beta are valuing people or HRM (16.1%), empowerment (11.6%) and innovation (9.5%).

Therefore, the result from the regression model confirms a positive predictive relationship between these underlying leadership and management factors and perceived overall SPOs, supporting H6.2.

Overall, H6, H6.1 and H6.2 are supported, showing that employees perceive that these essential leadership and management factors are significant and positively predict to enhance the two performance outcomes for organisational sustainability, i.e. perceived FPOs and overall SPOs, in Thai SMEs.

Table 4.21 Regression Result for Employees Based on Perceived SPOs

Coefficients ^{a,b}									
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1									
(Constant)	.626	.212		2.952	.003	.210	1.042		
Enabling TrustingTeam	.032	.045	.028	.706	.480	-.057	.120	.446	2.243
Valuing People	.167	.033	.161	5.015	.000	.102	.233	.681	1.468
Empowerment	.136	.044	.116	3.119	.002	.051	.222	.501	1.995
Ethics	-.048	.043	-.039	-1.122	.262	-.133	.036	.588	1.700
LongTerm Perspective	.038	.040	.031	.940	.347	-.041	.116	.624	1.603
Quality	.317	.052	.222	6.085	.000	.215	.419	.525	1.906
Stakeholder Consideration	.077	.049	.056	1.571	.116	-.019	.172	.551	1.814
Innovation	.087	.030	.095	2.858	.004	.027	.147	.637	1.570
Control_Male	.010	.040	.007	.248	.804	-.068	.088	.969	1.032
Control_Age Above25	-.042	.055	-.022	-.765	.445	-.150	.066	.838	1.193
Control_Higher Education	-.020	.047	-.012	-.430	.667	-.113	.073	.967	1.034
Control_Short WorkExperience	-.068	.043	-.045	-1.581	.114	-.153	.016	.881	1.135

a. Control_Leader = 0

b. Dependent Variable: SPOs

4.9 Supplemental Analyses for Independent Data Samples

This section provides a supplemental investigation regarding differences in the two independent data samples, based on the two responding groups (i.e. senior executives and employees), from the same data set. To ensure that this empirical study has robust results and suggests no significant common method biases, additional statistical analyses using the same techniques and procedures of exploratory factor analysis (EFA) and multiple regression analysis (MRA), as previously explained. While prior analyses were based on the combined sample from the two responding groups ($N = 1,508$ in total), this supplemental investigation examines each group independently ($N = 357$ for senior executives; $N = 1,151$ for employees). Results are presented in sequence, starting with analytical results for senior executives, followed by employees.

4.9.1 Analytical Results of an Independent Data Sample for Senior Executives

First, the supplemental analyses in this part show statistical results of an independent sample for senior executives, with a total sample of 357 ($N = 357$).

4.9.1.1 Results of EFA for an Independent Sample of Senior Executives

Initially, the same procedure of EFA, as described earlier (see Section 4.3), was conducted. Its result from SPSS is shown as follows.

Table 4.22 Summary of KMO and Bartlett's Test for an Independent Sample of Senior Executives

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.826
Bartlett's	Approx. Chi-Square	9773.968
Test of	df	1891
Sphericity	Sig.	.000

From Table 4.22, the KMO of .826 suggests strong patterns of correlation. A statistically significant Bartlett's test of sphericity ($p\text{-value} < .05$) indicates sufficient correlations exist among the variables to proceed. Using principal components analysis, 18 components were preliminary extracted with Eigenvalues greater than 1 and a cumulative explanation of variance of 67.17%, as shown in Table 4.23.

Table 4.23 Summary Result of Extracted Components for an Independent Sample of Senior Executives

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.737	17.317	17.317	4.916	7.928	7.928
2	4.487	7.236	24.554	4.275	6.895	14.823
3	3.548	5.722	30.275	3.556	5.736	20.559
4	2.713	4.375	34.651	3.092	4.986	25.545
5	2.409	3.886	38.536	2.831	4.566	30.111
6	2.004	3.232	41.768	2.548	4.109	34.220
7	1.723	2.779	44.547	2.135	3.444	37.664
8	1.597	2.577	47.123	1.975	3.185	40.849
9	1.562	2.519	49.642	1.907	3.076	43.924
10	1.467	2.367	52.009	1.696	2.736	46.660
11	1.349	2.175	54.184	1.690	2.726	49.386
12	1.322	2.132	56.316	1.681	2.711	52.098
13	1.234	1.990	58.306	1.666	2.686	54.784
14	1.215	1.959	60.265	1.665	2.685	57.469
15	1.176	1.896	62.161	1.586	2.558	60.027
16	1.060	1.709	63.871	1.549	2.498	62.525
17	1.043	1.683	65.553	1.506	2.429	64.954
18	1.004	1.619	67.172	1.375	2.218	67.172

After using Varimax rotational technique for EFA, the initial result for senior executives produces 18 extracted factor structures based on the rotated component matrix, as displayed in Table 4.24.

Table 4.24 Result of Initial Extracted Factor Structures for an Independent Sample of Senior Executives

Rotated Component Matrix																		
	Component																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
DEDE1	.774																	
SEMA1	.765																	
KSRE1	.699																	
KSRE2	.622																	
DEDE2	.604																	
LARE1	.581																	
ENCU1	.480																	
CEOL1	.427																	
QUAL1		.778																
STEN1		.723																
QUAL2		.658																
EMSA		.601																
STCO1		.561																
STEN2		.558																
SEMA2		.513																
STCO2		.469																
SSVI4		-.415																
ETHI3			.772															
ETHI2			.708															
ETHI1			.678															
COCH2			.657															
COCH3			.592															
VAEM1																		
LTPE2				.797														
LTPE3				.777														
LTPE1				.720														
COCH1				.533														
SSIN2					.726													
SSIN1					.646													
TEOR2					.468													
SSVI3					.453													
FMIN2					-.445													
TEOR1					.441													
INSA						.865												
SUSA						.796												
FIPE						.689												
Past sales							.854											
Past profit							.846											
LARE2								.713										
STRE2								.628										
DEPE1								.417										
DEPE2								.400										
BRRE									.756									
CUSA									.651									
STRE1										.597								
SSVI1										.577								
SSVI2										.420								
Past costs											.708							
ENCU2											.500							
TRUS2											.469							
ENRE2												.787						
ENRE1												.576						
SORE1												.477						
VAEM2													.755					
CEOL2													.532					
SUPL1														.736				
SSIN3															.785			
FMIN1																.712		
TRUS1																.636		
SORE2																	.691	
STCO3																	.529	
SUPL2																		.777

Extraction method: Principle Component Analysis

After the initial assessment, variables without significant loadings, with cross-loadings, low loadings (lower than 0.40) and low communality values (less than 0.50) were deleted. Moreover, all factors with a single item were deleted, leaving the final factors with high loadings and high communality values to ensure robustness of the established scale (Hair et al., 2010).

The results of each final factor or construct show that most loadings are well above 0.70; many of them were above 0.60; and the remaining items are above 0.40, and have practical significance for interpretation. Regarding reliability and validity analysis, the results indicate acceptable reliability with high Cronbach's Alphas greater than 0.70, and well established validity with communalities of more than 0.50 up to 0.80 on each factor, showing distinctiveness and representativeness of each construct. Overall, the results reveal seven valid and reliable final factors/constructs, as recapped in Table 4.25.

After independent analysis of the data set of senior executives using EFA, the results indicate seven valid and reliable factors. These factors (i.e. empowerment, quality, long-term perspective, innovation, overall SPOs and FPOs) are identical with those of the original analysis. In addition, this study found that quality and stakeholder focus are grouped together into a single factor instead of two separate factors (as shown in the previous analysis), which may imply that senior executives value high quality with a strong regard to their stakeholder focus. However, enabling, trusting team and valuing people (HRM) are not shown in this independent sample analysis. While the first five factors are proposed to be used as independent variables, the two factors of overall SPOs and FPOs are proposed as dependent variables for further regression analysis, as demonstrated next.

Table 4.25 Summary of Final Reliable Factor Solutions with Acceptable Loadings and Cronbach's Alphas for an Independent Sample of Senior Executives

Factors: Variables:	1 Empowerment	2 Quality	3 Ethics	4 Long-term	5 Innovation	6 Overall SPOs	7 FPOs	Communi- ties
DEDE1	.774							0.609
SEMA1	.765							0.666
KSRE1	.699							0.663
KSRE2	.622							0.731
DEDE2	.604							0.563
LARE1	.581							0.585
ENCU1	.480							0.654
CEOL1	.427							0.619
QUAL1		.778						0.771
STEN1		.723						0.613
QUAL2		.658						0.703
EMSA		.601						0.655
STCO1		.561						0.678
STEN2		.558						0.574
SEMA2		.513						0.681
STCO2		.469						0.621
ETHI3			.772					0.733
ETHI2			.708					0.701
ETHI1			.678					0.701
COCH2			.657					0.595
COCH3			.592					0.534
LTPE2				.797				0.774
LTPE3				.777				0.743
LTPE1				.720				0.742
COCH1				.533				0.617
SSIN2					.726			0.705
SSIN1					.646			0.654
TEOR2					.468			0.742
SSVI3					.453			0.643
TEOR1					.441			0.687
INSA						.865		0.812
SUSA						.796		0.739
FIPE						.689		0.672
BRRE						.756		0.717
CUSA						.651		0.614
Past sales							.854	0.836
Past profit							.846	0.838
Cronbach's Alpha	0.835	0.819	0.797	0.819	0.796	0.776	0.885	

4.9.1.2 Results of MRA for an Independent Sample of Senior Executives

After conducting EFA, regression analysis for an independent sample of senior executives was performed. Its results are illustrated below.

Table 4.26 Regression Result Based on FPOs for an Independent Sample of Senior Executives

Coefficients ^{a,b}										
		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.963	.745		1.293	.197	-.502	2.427		
	Mean_Empowerment_Leader	.078	.070	.072	1.108	.269	-.060	.215	.614	1.629
	Mean_Quality&Stakeholder Focus_Leader	.284	.087	.196	3.260	.001	.113	.455	.707	1.414
	Mean_Ethics_Leader	.006	.094	.004	.060	.952	-.179	.191	.608	1.646
	Mean_LongTerm_Leader	-.066	.067	-.063	-.973	.331	-.198	.067	.615	1.625
	Mean_Innovation_Leader	.195	.081	.163	2.417	.016	.036	.353	.565	1.769
	Control_Male	.113	.071	.082	1.593	.112	-.027	.253	.957	1.045
	Control_AgeAbove25	.718	.640	.057	1.121	.263	-.542	1.978	.984	1.017
	Control_HigherEducation	.146	.099	.077	1.468	.143	-.049	.340	.922	1.085
	Control_ShortWorkExperience	-.109	.081	-.071	-1.349	.178	-.269	.050	.929	1.077

a. Control_Leader = 1.00

b. Dependent Variable: Mean_FPOs_Leader

As illustrated in Table 4.26, the unstandardised coefficients demonstrate that senior executives perceive that quality with stakeholder focus and innovation positively, significantly predict enhanced overall FPOs at 1% and 5% significance level. After controlling for gender, age, education and tenure, the regression result shows no predictive effects on the relationship.

Table 4.27 Regression Result Based on SPOs for an Independent Sample of Senior Executives

Coefficients ^{a,b}										
		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.600	.746		2.144	.033	.132	3.068		
	Mean_Empowerment_Leader	.210	.070	.192	2.988	.003	.072	.348	.614	1.629
	Mean_QualityStakeholder Focus_Leader	.160	.087	.110	1.836	.067	-.011	.332	.707	1.414
	Mean_Ethics_Leader	-.108	.094	-.074	-1.149	.251	-.294	.077	.608	1.646
	Mean_LongTerm_Leader	-.098	.068	-.094	-1.456	.146	-.231	.035	.615	1.625
	Mean_Innovation_Leader	.193	.081	.160	2.392	.017	.034	.352	.565	1.769
	Control_Male	.161	.071	.116	2.261	.024	.021	.301	.957	1.045
	Control_AgeAbove25	.521	.642	.041	.812	.418	-.742	1.784	.984	1.017
	Control_HigherEducation	.147	.099	.077	1.475	.141	-.049	.342	.922	1.085
	Control_ShortWorkExperience	-.213	.081	-.137	-2.615	.009	-.373	-.053	.929	1.077

a. Control_Leader = 1.00

b. Dependent Variable: Mean_SPOs_Leader

As shown in Table 4.27, the unstandardised coefficients indicate that senior executives perceived that empowerment and innovation positively and significantly predict enhanced overall SPOs at 1% and 5% significance level. After controlling for gender, age, education and tenure, the regression result shows that both male and long tenure have predictive effect on the relationship.

4.9.1.3 Conclusion for an Independent Sample of Senior Executives

When comparing the current analysis with the previously combined samples, the independent sample's results of the final factor solutions for senior executives are consistent with those of the original. All seven factors (i.e. empowerment, ethics, long-term perspective, innovation, quality, and overall SPOs and FPOs) reappear in the current independent sample analysis, although two original factors (i.e. enabling, trusting team and value people (HRM)) are not found here. Similar to the former analysis, the first five factors are proposed as the predictors (independent variables); overall SPOs and FPOs are proposed as the dependent variables of the further regression analysis.

In this supplementary analysis, the regression result of the independent sample for senior executives is the same as those of the previous analysis with the combined

samples, since senior executives perceived that both quality with a stakeholder focus and innovation have positive, significant predictive effects on enhanced overall FPOs.

Moreover, when compared with the previous results, the current regression analysis reveals very similar results, as innovation and empowerment (an addition in the current analysis) have significant and positive predictive effects on overall SPOs.

In total, the results based on the analyses reveal very slight differences between different samples—whether employing the current independent sample for senior executives or the original combined sample from both senior executives and employees. Hence, this research study implies no significant common method biases.

4.9.2 Analytical Results of an Independent Data Sample for Employees

Secondly, this part presents statistical results of an independent data sample for employees with a total sample of 1,151 ($N = 1,151$).

4.9.2.1 Result of EFA for an Independent Data Sample of Employees

Similarly, the procedures of EFA were conducted for employees. And, the results of EFA from SPSS are shown subsequently.

Table 4.28 Summary of KMO and Bartlett's Test for an Independent Data Sample of Employees

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.916
Bartlett's Test of Sphericity	Approx. Chi-Square	28882.890
	df	1891
	Sig.	.000

From Table 4.28, the KMO of .916 suggests strong patterns of correlation. A statistically significant Bartlett's test of sphericity ($p\text{-value} < .05$) indicates that sufficient correlations exist among the variables to proceed. Using principal components analysis, 18 components were preliminarily extracted with Eigenvalues greater than 1 and a cumulative explanation of variance of 59.09%, as illustrated in Table 4.29.

Table 4.29 Summary Result of Extracted Components for an Independent Data Sample of Employees

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.678	20.448	20.448	4.770	7.694	7.694
2	5.409	8.724	29.172	3.697	5.963	13.657
3	2.981	4.808	33.980	3.283	5.295	18.951
4	2.261	3.646	37.626	3.003	4.844	23.795
5	1.794	2.893	40.519	2.773	4.473	28.268
6	1.640	2.645	43.164	2.727	4.398	32.666
7	1.489	2.401	45.565	2.446	3.945	36.611
8	1.448	2.335	47.901	2.398	3.868	40.479
9	1.307	2.108	50.009	2.392	3.858	44.337
10	1.256	2.025	52.034	2.365	3.815	48.152
11	1.226	1.977	54.011	2.303	3.715	51.866
12	1.097	1.770	55.781	1.973	3.182	55.048
13	1.049	1.693	57.473	1.366	2.204	57.252
14	1.005	1.621	59.094	1.142	1.842	59.094

After using Varimax rotational technique for EFA, the initial result for employees produced 14 extracted factor structures based on the rotated component matrix, as displayed in Table 4.30.

Table 4.30 Result of Initial Extracted Factor Structures for an Independent Data Sample of Employees

	Rotated Component Matrix													
	Component													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
TEOR2	.722													
TEOR1	.717													
ENCU2	.680													
ENCU1	.662													
TRUS2	.542									.418				
TRUS1	.505													
KSRE1	.456													
CEOL2		.721												
VAEM2		.697												
STRE2		.593												
SUPL2		.582												
SSV14		.532												
LARE2		.510												
DEPE2		.509												
STCO3		.477						.418						
FMIN2		.444										.442		
SORE2														
FMIN1														
FIPE			.719											
SUSA			.719											
BRRE			.714											
CUSA			.710											
INSA			.703											
STRE1				.634										
SUPL1				.576										
DEPE1				.555										
LARE1				.456										
LTPE2					.715									
LTPE1					.713									
LTPE3					.699									
COCH3					.448									
COCH1					.429									
COCH2					.402									
ETHI2						.750								
ETHI3						.744								
ETHI1						.680								
VAEM1						.497								
QUAL1							.743							
QUAL2							.699							
STEN1							.488							
STEN2	.407						.463							
EMSA														
DEDE1								.649						
SSV11								.558						
SEMA1								.518						
DEDE2														
Past sales									.857					
Past profit									.813					
Past costs									.777					
SSIN2										.725				
SSIN1										.666				
SSIN3										.469				
KSRE2	.422									.425				
STCO1											.613			
STCO2											.571			
SSV12											.466			
SSV13											.433			
SORE1														
ENRE2												.732		
ENRE1												.599		
CEOL1													.652	
SEMA2														.552

Extraction method: Principle Component Analysis

After the initial assessment, variables without significant loadings, with cross-loadings, low loadings (lower than 0.40) and low communality values (less than 0.50) were deleted. Moreover, all factors with a single item were deleted, leaving the final factors with high loadings and high communality values to ensure robustness of the established scale (Hair et al., 2010).

The results of each final factor or construct show that most loadings are well above 0.70; many of them were above 0.60; and the remaining items are above 0.40, so have practical significance for interpretation. Regarding reliability and validity analysis, the results indicate acceptable reliability with high Cronbach's Alphas greater than 0.70, and well established validity with communalities of more than 0.50 up to 0.80 on each factor, showing distinctiveness and representativeness of each construct. Overall, the results reveal 10 valid and reliable final factors/constructs, as summarised in Table 4.31.

After independently analysing the data set of employees using EFA, the current result is identical with the original analysis. The independent sample reports 10 valid and reliable factors, as previously.

Table 4.31 Summary of Final Reliable Factor Solutions with Acceptable Loadings and Cronbach's Alphas for an Independent Data Sample of Employees

Factors: Variables:	1 Enabling and trusting team	2 Valuing employees (HRM)	3 Overall SPOs	4 Long-term perspective	5 Ethics	6 Quality	7 Empower- ment	8 Financial Performance (FPOs)	9 Stakeholder considera- tion	10 Innovation	Communi- ties
TEOR2	.722										0.661
TEOR1	.717										0.655
ENCU2	.680										0.583
ENCU1	.662										0.632
TRUS1	.505										0.558
KSRE1	.456										0.573
CEOL2		.721									0.567
VAEM2		.697									0.616
STRE2		.593									0.628
SUPL2		.582									0.512
SSV14		.532									0.552
LARE2		.510									0.585
DEPE2		.509									0.550
FIPE			.719								0.657
SUSA			.719								0.653
BRRE			.714								0.629
CUSA			.710								0.673
INSA			.703								0.698
LTPE2				.715							0.644
LTPE1				.713							0.695
LTPE3				.699							0.604
COCH3				.448							0.547
COCH1				.429							0.510
COCH2				.402							0.543
ETHI2					.750						0.649
ETHI3					.744						0.654
ETHI1					.680						0.657
VAEM1					.497						0.580
QUAL1						.743					0.653
QUAL2						.699					0.583
STEN1						.488					0.562
DEDE1							.649				0.599
SSV11							.558				0.596
SEMA1							.518				0.517
Past sales								.857			0.784
Past profit								.813			0.818
Past costs								.777			0.686
STCO1									.613		0.571
STCO2									.571		0.529
SSV12									.466		0.582
SSV13									.433		0.528
SSIN2										.725	0.697
SSIN1										.666	0.624
SSIN3										.469	0.544
Cronbach's Alpha	0.822	0.767	0.827	0.763	0.781	0.669	0.672	0.841	.712	0.700	

4.9.2.2 Results of MRA for Employees

After conducting EFA, regression analysis was performed. Its results are described below.

Table 4.32 Regression Result for Perceived FPOs for an Independent Data Sample of Employees

Coefficients ^{a,b}									
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.928	.291		3.184	.001	.356	1.500		
Mean_EnablingTrustingTeam_Emp	-.030	.059	-.021	-.516	.606	-.146	.085	.495	2.019
Mean_ValuingPeople_Emp	.165	.043	.128	3.793	.000	.080	.250	.702	1.424
Mean_LongTerm_Emp	.166	.063	.100	2.651	.008	.043	.289	.558	1.791
Mean_Ethics_Emp	-.056	.058	-.035	-.972	.331	-.169	.057	.616	1.624
Mean_Quality_Emp	.127	.061	.073	2.090	.037	.008	.246	.650	1.537
Mean_Empowerment_Emp	.130	.048	.099	2.733	.006	.037	.223	.605	1.652
Mean_Stakeholder_Emp	-.021	.059	-.013	-.346	.729	-.137	.096	.580	1.724
Mean_Innovation_Emp	.113	.041	.096	2.733	.006	.032	.195	.650	1.539
Control_Male	.078	.055	.041	1.426	.154	-.029	.185	.971	1.029
Control_AgeAbove25	.158	.076	.065	2.087	.037	.009	.306	.836	1.196
Control_HigherEducation	.207	.065	.092	3.182	.002	.079	.335	.965	1.037
Control_ShortWorkExperience	-.023	.059	-.012	-.395	.693	-.140	.093	.880	1.137

a. Control_Employee = 1.00

b. Dependent Variable: Mean_FPOs_Emp

As shown in Table 4.32, the unstandardised coefficients demonstrate that employees perceive that valuing people (HRM), long-term perspective, quality, empowerment and innovation positively, significantly predict enhanced overall FPOs at the 1% and 5% significance level. After controlling for gender, age, education and tenure, the regression result shows that mature age (age above 25) and higher education have predictive effects on the relationship.

Table 4.33 Regression Result for Perceived SPOs for an Independent Data Sample of Employees

Coefficients ^{a,b}									
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.875	.213		4.103	.000	.457	1.294		
Mean_EnablingTrustingTeam_Emp	.087	.043	.077	2.027	.043	.003	.172	.495	2.020
Mean_ValuingPeople_Emp	.095	.032	.095	3.007	.003	.033	.158	.706	1.416
Mean_LongTerm_Emp	.068	.046	.053	1.484	.138	-.022	.158	.559	1.790
Mean_Ethics_Emp	-.034	.042	-.027	-.792	.429	-.116	.049	.616	1.625
Mean_Quality_Emp	.169	.045	.125	3.799	.000	.082	.256	.650	1.538
Mean_Empowerment_Emp	.163	.035	.160	4.672	.000	.094	.231	.606	1.651
Mean_Stakeholder_Emp	.080	.044	.064	1.839	.066	-.005	.165	.580	1.723
Mean_Innovation_Emp	.105	.030	.114	3.463	.001	.046	.165	.650	1.539
Control_Male	.012	.040	.008	.289	.773	-.067	.090	.971	1.029
Control_AgeAbove25	-.035	.055	-.019	-.638	.524	-.143	.073	.838	1.193
Control_HigherEducation	-.014	.048	-.008	-.300	.765	-.108	.079	.965	1.037
Control_ShortWorkExperience	-.066	.043	-.043	-1.519	.129	-.151	.019	.879	1.137

a. Control_Employee = 1.00

b. Dependent Variable: Mean_SPOs_Emp

As presented in Table 4.33, the unstandardised coefficients indicate that senior executives perceive that valuing people (HRM), quality, empowerment, and innovation positively and significantly predict enhanced overall SPOs at the 1% significance level, as illustrated in the above table. After controlling for gender, age, education and tenure, the regression result shows no predictive effects on the relationship.

4.9.2.3 Conclusion for an Independent Data Sample of Employees

Overall, the results of the independent sample for employees in the current analysis match the previously combined samples, as illustrated by the same components of the final factor solutions. Consistent with the original analysis, all factors are proposed as the predictors (independent variables), and the two other factors (overall SPOs and FPOs) are proposed as the dependent variables.

The regression result for the independent sample for employees in this analysis is very similar to that of the former analysis with the combined samples. In addition to valuing people (HRM), long-term perspective, quality and innovation as the regression result of the previous analysis, this additional analysis further reveals that

empowerment positively, significantly predicts enhanced overall FPOs at the 1% significance level. Thus, this result implies that, besides the important predictive factors that have been formerly reported, employees also perceive that empowerment is another essential leadership and management factor enhancing financial performance outcomes in Thai SMEs.

When compared with the original combined samples' results, the current regression analysis of an independent sample of employees reveals the same result that four factors (i.e. valuing people (HRM), quality, empowerment, and innovation) have positive and predictive effects on overall SPOs, as well as being the significant leadership and management factors driving organisational sustainability in Thai SMEs.

Finally, the overall results based on the additional analyses indicate no differences between different samples—whether employing the current independent sample for employees or the previously combined sample from both senior executives and employees in the analyses. Therefore, this empirical study suggests no significant common method biases.

4.10 Conclusion

In conclusion, several multivariate data analysis techniques were employed to help answer the research questions and test hypotheses in this thesis. Detailed statistical analysis for hypothesis testing and their procedures were explained in this chapter. An exploratory analysis using factor analysis revealed valid and reliable essential leadership and management dimensions or constructs derived from the SL framework and supported by the literature, and helped to form the emerged structural leadership and management model in the Thai SME context, thereby answering the first research question and its hypothesis. Composite measured variables and new hypotheses also emerged. The results of the in-depth statistical procedures from multiple regression analysis enabled the researcher to answer the second and third research question and test all emerging hypotheses as well as uncovering the relationships between these essential, underlying leadership and management factors for organisational sustainability and different performance measures based on perceived FPOs and overall SPOs. Then, a follow-up analysis using the t-test statistic was conducted to answer the third and fourth research questions and the relevant hypotheses, and the results revealed further insights about perceptual differences in organisational leadership between senior executives (organisational leaders) and employees. In addition, supplemental analyses based on the two independent samples of senior executives and employees were independently examined. When compared the independent samples with the original combined samples' results, the results were similar, revealing no common method biases. To conclude, a summary of the results from the hypothesis testing is presented in Table 4.34.

Together with the strong conceptual and theoretical support, the analyses enabled the researcher to advance current knowledge in the field of leadership and management, create a wealth of new knowledge in organisational studies and extend understanding of the SL phenomenon, particularly in the context of Thai SMEs. Detailed findings, implications and research contributions are discussed in the following chapter.

Table 4.34 Summary of Hypothesis Testing

Research Hypotheses	Results
H1: A unidimensionality of each underlying leadership and management factor derived from SL for organisational sustainability exist in the context of Thai SMEs.	Supported
H2: There is a positive predictive relationship between underlying leadership and management factors derived from SL and perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO).	Supported
H2.1a: Enabling and trusting team positively predicts enhanced perceived FPOs.	Not supported
H2.1b: Valuing people positively predicts enhanced perceived FPOs.	Supported
H2.1c: Empowerment positively predicts enhanced perceived FPOs.	Not supported
H2.1d: Ethics positively predicts enhanced perceived FPOs.	Not supported
H2.1e: Long-term perspective positively predicts enhanced perceived FPOs.	Supported
H2.1f: High quality positively predicts enhanced perceived FPOs.	Supported
H2.1g: Stakeholder consideration positively predicts enhanced perceived FPOs.	Not supported
H2.1h: Innovation positively predicts enhanced perceived FPOs.	Supported
H2.2a: Enabling and trusting team positively predicts enhanced perceived overall SPOs.	Not supported
H2.2b: Valuing people positively predicts enhanced perceived overall SPOs.	Supported
H2.2c: Empowerment positively predicts enhanced perceived overall SPOs.	Supported
H2.2d: Ethics positively predicts enhanced perceived overall SPOs.	Not supported
H2.2e: Long-term perspective positively predicts enhanced perceived overall SPOs.	Not supported
H2.2f: High quality positively predicts enhanced perceived overall SPOs.	Supported
H2.2g: Stakeholder consideration positively predicts enhanced perceived overall SPOs	Not supported
H2.2h: Innovation positively predicts enhanced perceived overall SPOs.	Supported
H3: The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) will be.	Supported

Table 4.34 Summary of Hypothesis Testing (Cont.)

H3.1: The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived financial performance outcomes (FPOs) for organisational sustainability will be.	Supported
H3.2: The more underlying leadership and management factors derived from SL an organisation adopts, the higher the perceived sustainability performance outcomes (SPOs) for organisational sustainability will be.	Supported
H4: There is a difference in perceptions between senior executives and employees about which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs	Supported
H5: Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.	Supported
H5.1: Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived financial performance outcomes (FPOs) for organisational sustainability in Thai SMEs.	Supported
H5.2: Senior executives perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived sustainability performance outcomes (SPOs) for organisational sustainability in Thai SMEs.	Supported
H6: Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs.	Supported
H6.1: Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived financial performance outcomes (FPOs) for organisational sustainability in Thai SMEs.	Supported
H6.2: Employees perceive that certain underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived overall sustainability performance outcomes (SPOs) for organisational sustainability in Thai SMEs.	Supported

CHAPTER 5

DISCUSSION AND IMPLICATIONS

The main objectives of this chapter are to interpret the results of this study, discuss empirical evidence and draw conclusions from the hypothesis-testing in Chapter 4. The first part of the chapter discusses overall research findings. The second part focuses on interpretations of detailed research findings, relating them to the research questions and relevant hypotheses. Finally, empirical and managerial implications of the findings are articulated in the last part of this chapter.

5.1 Overall Research Findings

This thesis is built on the literature that has suggested the importance of leadership and management for enhancing corporate performance and organisational sustainability in organisations. In particular, it mainly examines various strategic, macro-level leadership and management factors derived from SL (Avery & Bergsteiner, 2010, 2011a) and corporate performance outcomes based on sustainability performance outcomes (SPO) in order to assess organisational sustainability in Thai SMEs, as explained in Chapter 2.

For this thesis, four research questions are: 1. What are the significant leadership and management factors derived from SL that underlie organisational sustainability in the context of Thai SMEs? 2. Which underlying leadership and management factors derived from SL predict enhanced performance outcomes for organisational sustainability based on SPO? 3. To what extent do underlying leadership and management factors derived from SL contribute to performance outcomes for organisational sustainability based on SPO in Thai SMEs? and 4. Are there any differences in perception between senior executives (organisational leaders) and employees about which underlying leadership and management factors derived

from SL predict enhanced performance outcomes for organisational sustainability based on SPO in Thai SMEs? If any, what are the differences?

To find answers to the four research questions, this thesis investigates the relevant existing literature, forms hypotheses and empirically examines the following.

Derived from the literature survey in Chapter 2, the first hypothesis (H1) investigates whether a unidimensionality of each underlying leadership and management factor derived from SL for organisational sustainability exists in the context of Thai SMEs. The second hypothesis (H2) and two additional sets of hypotheses (H2.1a-h and H2.2a-h) have emerged from an examination of the relationships between eight valid and reliable independent variables underlying significant leadership and management factors (i.e. enabling and trusting team, valuing people (HRM), empowerment, ethics, long-term perspective, high quality, stakeholder consideration, and innovation); and each dependent variable based on Sustainability Performance Outcomes (SPO) (i.e. composite measures of perceived FPOs and overall SPOs), as described in Chapter 4. The third hypothesis (H3) and two supplementary sets of hypotheses (H3.1 and H3.2) assess strengths of the relationships and examine the relative contribution of each underlying factor. The fourth hypothesis (H4) focuses on differences in perception between senior executives and employees about which underlying leadership and management factors derived from the SL framework predict enhanced performance outcomes for organisational sustainability based on Sustainability Performance Outcomes (SPO) in Thai SMEs. The fifth hypothesis (H5) and two accompanying sets of hypotheses (H5.1 and H5.2) study senior executives' perceptions and identify which underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived FPOs and overall SPOs in Thai SMEs. Finally, the sixth hypothesis (H6) and two additional sets of hypotheses (H6.1 and H6.2) explore employees' perceptions about which underlying leadership and management factors derived from SL significantly predict enhanced performance outcomes for organisational sustainability based on perceived FPOs and overall SPOs in Thai SMEs.

In sum, all research questions and hypotheses have been answered in this thesis as formerly described, thereby meeting its research objectives. The findings in this

research study signify the importance of these underlying leadership and management factors as they positively predict superior performance outcomes and organisational sustainability, particularly in Thai SME firms. Overall, this chapter discusses empirical evidence relating to the above mentioned hypotheses.

5.2 Interpretations of Research Findings

This part interprets research findings, linking them to the research questions and relevant hypotheses. Using several multivariate techniques and SPSS software (see Chapter 4), each finding from the empirical investigation is discussed and concluded in turn.

5.2.1 First Research Finding

Research finding 1: A unidimensionality of each underlying leadership and management factor for organisational sustainability exists in the context of Thai SMEs (H1).

The first research finding relates to the first RQ and H1. Using exploratory factor analysis (EFA), the evidence reveals 10 valid and reliable constructs (see Table 4.9), namely enabling and trusting team, valuing people (HRM), empowerment, ethics, long-term perspective, high quality, stakeholder consideration, innovation, perceived financial performance outcomes (FPOs), and perceived overall sustainability performance outcomes (SPOs). In this study, they are proposed as the essential leadership and management factors underlying organisational sustainability in the Thai SME context derived from Avery & Bergsteiner's (2010, 2011a) SL framework and supported by the literature. Therefore, this finding uncovers the presence of unidimensionality of each underlying leadership and management factor for organisational sustainability in the context of Thai SMEs, which answers RQ1 and H1 in this thesis.

The finding helps to identify strategic, macro-level leadership and management factors that positively drive and create sustainable enterprises. The finding also suggests the importance of the unique context of Thai SMEs, as these factors align with some previous leadership and management research for organisational

sustainability in developing countries such as Thailand (e.g. Kantabutra, 2011, 2012a, b, 2014; Kantabutra & Suriyankietkaew, 2013; Piboolsravut, 2004; Puntasen et al., 2003), as well as supporting a Thai approach of “Sufficiency Economy” in a leadership and business application. While most previous theoretical leadership concepts have been mainly based on the Western context (e.g. Avery & Bergsteiner, 2010, 2011a, b, c; Brown & Trevino, 2006; Ford, 2005; Freeman et al., 2005, 2010; Maak & Pless, 2006; Porter & Kramer, 2011), this empirical investigation further broadens limited knowledge in leadership and organisational sustainability in the Asian cultural context, which has many differences. Thus, this research finding identifies the underlying leadership and management factors that drive organisational sustainability, and should be widely applicable in the Thai emerging economy context and possibly other Asian contexts. In addition, the finding responds to calls for further leadership studies in the SME context (Eccles et al., 2012; Swiercz & Lydon, 2002; White et al., 2007). Consequently, this research finding fills gaps in the current literature and contributes to expand limited knowledge of strategic, macro-level leadership and management application in the context of Thai SMEs.

5.2.2 Second Research Finding

Research finding 2: Positive predictive relationships occur between various underlying leadership and management factors and different perceived performance outcomes for organisational sustainability based on perceived FPOs and overall SPOs (H2, H2.1a-h, and H2.2a-h).

The second research finding concerns the second RQ and H2, together with its relating hypotheses based on perceived FPOs (H2.1a-h) and SPOs (H2.1a-h). With regard to RQ2 and all hypotheses of H2, the results from multiple regression analysis are that diverse underlying leadership and management factors contribute to enhanced different performance outcomes for organisational sustainability, namely perceived FPOs and overall SPOs, to varying degrees, as summarised in Table 4.11.

2.1) Based on perceived FPOs

Based on the relationships between the underlying leadership and management factors and perceived FPOs, the research reveals four leadership and management

factors that positively predict enhanced perceived FPOs, partially supporting H2.1b, H2.1e, H2.1f and H2.1h. In other words, this thesis indicates that valuing people (HRM), long-term perspective, quality, and innovation are significant predictors and positive drivers of superior financial performance in firms. The research finding is consistent with Avery & Bergsteiner's (2010, 2011a) SL framework and previous research (e.g. Australian Industry Group, 2012; DeVaro, 2006; Dotzel et al., 2013; Joyce & Slocum, 2012; Kantabutra & Avery, 2011, 2013; Kantabutra & Suriyankietkaew, 2013; Power & Waddell, 2004; Rubera & Kirca, 2012). In addition, these leadership and management factors also align with "Sufficiency Economy" leadership practices (Kantabutra, 2014; Kantabutra et al., 2010), highlighting the aspects of valuing people (HRM), long-term perspective and innovation.

To improve financial performance, the evidence suggests that organisations, particularly SMEs in Thailand, should (1) focus on people orientation and human resource management by valuing, caring for and retaining their employees, and promoting-within through succession planning; (2) adopt a long-term perspective in running their businesses; (3) develop high quality products and services; and (4) nurture innovation throughout the entire organisation.

2.2) Based on perceived overall SPOs

Based on the results of the relationships between various underlying leadership and management factors and perceived overall SPOs, the finding suggests that four essential leadership and management factors positively predict enhanced perceived overall SPOs, partially supporting H2.2b, H2.2c, H2.2f, and H2.2h. The four essential leadership and management factors are valuing people (HRM), empowerment, quality, and innovation. These are positive predictors and drivers of overall sustainability performance outcomes for organisational sustainability in Thai SMEs. The positive results similarly support Avery (2005), Avery & Bergsteiner (2010, 2011a), and the research findings in the literature (e.g. Boonpattarakon, 2012; Chocqueel-Mangan, 2010; Kantabutra, 2012c; Khunthongjan, 2009; Puntasen et al., 2003; Slater et al., 2014; Székely & Knirsch, 2009), moderately linking these leadership and management factors to organisational sustainability. In addition, these leadership and management

factors also support “Sufficiency Economy” leadership practices (Kantabutra, 2014; Kantabutra et al., 2010) in terms of valuing people and innovation.

To enhance corporate success and organisational sustainability, modern organisations, specifically Thai SMEs, should do the following: (1) pay attention to their people orientation and human resource management by valuing, caring, retaining their employees and promoting-within through succession planning; (2) support empowerment in firms through devolved and consensual decision-making, self-management and a strong and shared vision; (3) focus on high quality in products and services; and (4) foster strategic, systemic innovation in organisations.

In summary, the overall research findings support H2’s prediction, and RQ2 is answered. It also highlights that three out of these leadership and management factors, namely valuing people (HRM), high quality and innovation, are key predictors of both superior financial performance and organisational sustainability in Thai SMEs. It is evident that these leadership and management factors are significant drivers of superior financial performance, long-term corporate success and contribute to organisational sustainability in Thai SMEs. Therefore, Thai SMEs should adopt these leadership and management factors to create sustainable enterprises.

5.2.3 Third Research Finding

Research finding 3: Diverse underlying leadership and management factors have differential relative impacts and strengths for enhancing performance outcomes and organisational sustainability based on perceived FPOs and overall SPOs (H3 and H3.1-H3.2).

The third research finding relates to RQ3 and H3 and the hypotheses derived from them (H3.1 and H3.2). The evidence from multiple regressions illustrates differential relative impacts and strengths of individual factors for enhancing performance outcomes and organisational sustainability based on perceived FPOs and overall SPOs. The finding suggests that the more of these identified leadership factors an organisation adopts, the higher the perceived performance outcomes for organisational sustainability based on FPOs and SPOs will be, thereby supporting all predictions of H3, H3.1 and H3.2. In total, the evidence implies that these significant leadership and management factors are vital to improve corporate performance and

organisational sustainability for Thai SMEs. Thus, organisations, particularly SMEs in Thailand, should adopt these essential leadership practices in order to improve their firms' performance, enhance corporate success in the long run and enable sustainable enterprises.

Table 5.1 presents a summary of the top four leadership and management factors that are statistically significant and positively affect perceived FPOs and overall SPOs. The table highlights the top four rankings (#1 = “the highest impact and predictive strength” to #4 = “the relatively lowest impact and predictive strength”), which influence superior financial performance and enhanced organisational sustainability based on perceived FPOs and overall SPOs. The table also depicts overlapping leadership and management factors that drive superior financial performance and contribute to organisational sustainability. To conclude, this thesis highlights that the most critical leadership and management predictors of superior financial performance outcomes and sustainability in firms is high quality; the second key predictor in the ranking is valuing people (HRM) in organisations, followed by the rest of the other essential leadership and management factors found in this empirical study.

Importantly, the rankings and these insights may be useful for business practitioners when prioritising which leadership and management factors to focus on in order to enhance specific organisational performance outcomes. Overall, RQ3 is answered.

Table 5.1 Summary of Top Four Leadership and Management Factors Positively Predicting Enhanced Organisational Sustainability

Dependent variables	FPOs	SPOs
Ranking #1	High quality	High quality
Ranking #2	Valuing people (HRM)	Valuing people (HRM)
Ranking #3	Innovation	Empowerment
Ranking #4	Long-term perspective	Innovation

Source: Suparak Suriyankietkaew (Author)

5.2.4 Fourth Research Finding

Research finding 4: Perceptions differ significantly between senior executives and employees, relating to which underlying leadership and management factors positively predict enhanced performance outcomes for organisational sustainability based on perceived FPOs and overall SPOs.

The fourth research finding is linked to RQ4 and H4. Senior executives and employees significantly differ in which underlying leadership and management factors derived from SL they consider enhances organisational sustainability and financial performance, supporting H4's prediction. The evidence from t-test results implies a difference in perceptions between the two groups, as depicted in Table 4.15. This finding is consistent with previous scanty research that discrepancies between perceptions of different groups of respondents exist (e.g. Choi, 2014; Hassan et al., 2013; Rees & O'Karma, 1980), expanding current knowledge in the context of Thai SMEs. In total, this thesis suggests that the two groups have different perceptions about essential leadership and management predictors and drivers of superior financial performance and enhanced organisational sustainability, thereby answering RQ4. Importantly, the finding helps gain better insight into perceptions of the two groups in this study. Details of each group's perceptions are discussed subsequently.

5.2.5 Fifth Research Finding

Research finding 5: Senior executives perceive that certain underlying leadership and management factors significantly and positively predict enhanced performance outcomes for organisational sustainability based on perceived FPOs and overall SPOs for organisational sustainability in Thai SMEs.

The fifth research finding answers RQ4 and all predictions of H5, including H5.1 and H5.2. Relating to the research question and its hypotheses, the results from multiple regression analysis provide evidence for this finding that senior executives perceive various of the factors identified to significantly and positively lead to better financial and sustainability performance outcomes for their organisation based on perceived FPOs and overall SPOs in Thai SMEs, as recapped in Table 4.16.

5.1) Based on perceived FPOs

The evidence demonstrates that senior executives perceive that quality, stakeholder consideration and innovation are significant leadership and management factors that positively predict improved financial performance outcomes based on perceived FPOs, supporting H5.1. The finding signifies that these senior executives consider three leadership and management factors to be essential predictors and drivers of strong financial performance, consistent with Avery & Bergsteiner (2010, 2011a) and other studies (e.g. Australian Industry Group, 2012; Harrison & Wicks, 2013; Rubera & Kirca, 2012; Tarí & Sabater, 2006; Tellis et al., 2009; Ussahawanitchakit & Boonlua, 2012; Yee et al., 2008). In terms of rankings and their relative importance, the finding implies that high quality ranks number one as the most crucial factor, followed by innovation and stakeholder consideration.

For senior executives who wish to enhance superior performance outcomes and grow their financial success, this thesis suggests that they should focus on developing high quality in products and services, care for their stakeholders and foster strategic, systemic innovation in the whole organisations, especially in Thai SMEs.

5.2) Based on perceived overall SPOs

The finding demonstrates that innovation significantly and positively predicts perceived overall SPOs, supporting H5.2's prediction. It is evident that senior executives perceive that innovation drives and enables overall organisational sustainability outcomes (SPOs) in firms. As expected and supported by many studies, innovation is the most vital key to satisfying overall stakeholders (Suriyankietkaew & Avery, 2014b) and enhancing organisational sustainability (e.g. Avery & Bergsteiner, 2010, 2011a; Dotzelet al., 2013; Nunta et al., 2012; Slater et al., 2014), particularly in Thai SMEs. The finding also aligns with the King's "Sufficiency Economy" leadership practices, which in part imply that innovation leads to organisational sustainability (Kantabutra, 2014; Kantabutra et al., 2010).

Since leadership is found to affect creativity and innovation in firms (Shanker et al., 2012), this study implies and further recommends that SME owners or senior executives who wish to ensure long-term success and organisational sustainability

should put their effort and resources into developing and nurturing innovation throughout the entire organisation.

5.2.6 Sixth Research Finding

Research finding 6: Employees perceive that certain underlying leadership and management factors significantly and positively predict enhanced performance outcomes for organisational sustainability based on perceived FPOs and overall SPOs in Thai SMEs.

With regard to the last RQ and its predictions of H6.1 and H6.2, the results from multiple regression analysis provide evidence that employees perceive that diverse leadership and management factors derived from SL and the literature significantly and positively improve financial and sustainability performance outcomes of their firm based on perceived FPOs and overall SPOs in Thai SMEs, as stated in Table 4.19. Therefore, H6.1 and H6.2 are answered in detail as follows.

6.1) Based on perceived FPOs

From the analysis, the finding indicates that employees perceive that four underlying leadership and management factors significantly and positively predict enhanced superior financial performance based on perceived FPOs, supporting H6.1's prediction. The finding points out that employees perceive that valuing people (HRM), long-term perspective, quality, and innovation are key leadership and management factors that positively drive strong financial performance. The finding is consistent with Avery & Bergsteiner's SL research and other studies (e.g. Bennis & Nanus, 2003; Corbett et al., 2005; DeVaro, 2006; Kantabutra & Avery, 2011, 2013; Kantabutra & Suriyankietkaew, 2013; Joyce & Slocum, 2012; Power & Waddell, 2004; Tellis et al., 2009). In terms of rankings, employees perceive that valuing people (HRM) is the most important factor for driving superior financial performance, followed by high quality, long-term perspective and innovation.

To improve organisational financial performance and grow a strong business, this research implies that organisations should (1) care for and pay attention to their people and employees, (2) foster high quality in products and services, (3) focus their

business on long-term thinking and perspectives from strategic planning to resources management and (4) encourage creativity and innovation.

6.2) Based on perceived overall SPOs

This finding is similar to H6.1, that three out of four leadership and management factors based on perceived FPOs (i.e. valuing people (HRM), quality and innovation), with empowerment as an additional factor, are also crucial factors for driving perceived overall SPOs. It highlights that employees perceive that valuing people (HRM), quality, innovation, together with empowerment, are significant drivers and enhancers of organisational sustainability, thereby creating sustainable enterprises. Consistent with Avery & Bergsteiner's SL research and the literature (discussed earlier and in Chapter 2), these are essential underlying leadership and management factors that are significant, positive predictors of enhanced overall sustainability performance outcomes, supporting H6.2. Although it is evident that the research findings of H6.1 and H6.2 are somewhat similar, employees perceive the relative importance of each factor differently when comparing the rankings of these factors based on FPOs and overall SPOs. The finding points out that employees perceive that quality is the most vital indicator of organisational sustainability, while they view that valuing people (HRM), empowerment and innovation, respectively, are less important factors.

5.2.7 Summary of Research Findings for H4, H5 and H6

Summary of H4, H5 and H6

In conclusion, based on overall results of hypothesis testing of all hypotheses relating to all predictions of H4, H5 and H6, the two groups of respondents (i.e. senior executives and employees) show statistically significant differences in opinion regarding which underlying leadership and management factors derived from SL and the literature positively predict enhanced FPOs and overall SPOs. The evidence reveals that senior executives and employees have different perceptions/opinions while sharing some common interests as to which essential leadership and management factors are positive drivers of superior financial performance and enhancers of organisational sustainability. The two groups share perceptual differences and

similarities as previously discussed. Table 5.2 provides a summary of the perceptual discrepancies between the two responding groups and rankings of each factor's relative importance.

Table 5.2 Summary of Perceptual Differences between Senior Executives and Employees

Sub-population:	Senior executives	Employees
Dependent variables:		
Financial Performance Outcomes (FPOs)	#1. High quality #2. Stakeholder satisfaction #3. <i>Innovation</i>	#1. <i>Innovation</i> (Other rankings are not available.)
Overall Sustainability Performance Outcomes (SPOs)	#1. <i>Valuing people (HRM)</i> #2. <i>High quality</i> #3. Long-term orientation #4. <i>Innovation</i>	#1. <i>High quality</i> #2. <i>Valuing people (HRM)</i> #3. Empowerment #4. <i>Innovation</i>

Remark:

Italics

Indicate

Matching pairs

Source: Suparak Suriyankietkaew (Author)

5.2.8 Anomalies

Research finding 7: Anomalies occur in the relationships between essential leadership and management factors and the two dependent measures (i.e. FPOs and overall SPOs) for organisational sustainability.

Previous findings indicate the significant and positive results of the predictive relationships between various essential leadership and management factors and the different dependent measures based on FPOs and overall SPOs. However, anomalies, referring to negative or non-significant results, occur in this study.

7.1) Ethics is a significantly negative predictor of perceived FPOs.

An anomaly occurs in the relationship between ethics and perceived FPOs. This study provides evidence that ethics is statistically significant, but negatively predicts enhanced perceived FPOs. Thus, the finding implies that ethics is perceived as a negative predictor of enhanced financial performance among the Thai SMEs in this study. Likewise, Kantabutra's (2014) recent study reports that ethics have no significant relationships to all performance outcomes for corporate sustainability in Thai SMEs. This finding is explained below.

Although the literature suggests the importance of business ethics (Hassan et al., 2013; Kemavuthanon & Duberley, 2009) and its positive effects on various aspects of organisational performance (Koh & Boo, 2004; Lamsa & Pucetaite, 2006; Valentine & Fleischman, 2008), the result may be explained by the unique nature of SMEs and lack of understanding of its importance in this sector, particularly in the Thai context.

According to the literature, SMEs are different from larger organisations, to which most of the concepts may be applied (Murillo & Lozano, 2006; Vives, 2006). Traditionally, ethics and good governance have been solely associated with larger companies or listed companies; the compliance with codes of corporate governance has become the norm for listed firms all over the world (Mahmood, 2008). Yet, in most countries, SMEs do not usually have formal ethical codes or need to strictly comply with such codes, although it has often been argued that such codes should also apply to them (Abor & Adjasi, 2007). In SMEs, ethics and good governance are typically influenced by owner-managers, since ownership and control lie within the same person (Cope et al., 2011; Jenkins, 2006). Some also argue that because SMEs

may lack resources and have limited capacity with few employees (Fernández & Nieto, 2005), no separation of ownership and control and no need for ethical codes or corporate governance in their operations (Mahmood, 2008). However, good business ethics and corporate governance can greatly impact SME businesses (Abor & Adjasi, 2007; Mahmood, 2008).

Fatoki and Chiliya (2012) recommend that SME organisations practically implement ethics in their firms by designing a code of ethics and translating core values into specific commitments and expected behaviours in relation to their organisational stakeholders. Thus, this thesis would like to suggest that Thai SMEs should embrace and embed business ethics and good governance in firms as it can help create long-term success and organisational sustainability. Since this study focuses on people's perceptions, this implies that the respondents considered ethical practice to be an impediment to good financial performance. To expand the current knowledge, future research should investigate this further.

7.2) Enabling and trusting team has no significant effects on the two dependent measures (FPOs and overall SPOs) for organisational sustainability.

Previous findings have supported the significance of this factor in varying degrees (Gupta et al., 2010; Kantabutra & Suriyankietkaew, 2013; Tsai, 2011; Zander & Butler, 2010). However, one out of eight predictors, specifically enabling and trusting team, shows no significant effects on enhancing either dependent measure. Although this factor may seem important for organisations, as supported by the literature, it has no predictive effects on perceptions of superior financial performance and organisational sustainability. The finding may be explained by unique nature of SMEs in Thailand.

According to the literature, organisations that work on enabling and trusting teams can effectively improve organisational performance (Avery & Bergsteiner, 2014; Bergsteiner, 2012; Dirks & Ferrin, 2002). Recent research also reports that trusting relationships between leaders and followers have positive effects on multiple measures of performance in small professional service firms (e.g. Jing et al., 2014b), and sharing information with employees about how companies are performing financially also indicates trust (Avery & Bergsteiner, 2014). Yet, everyone in SMEs is

predominantly focused on day-to-day and routine-based operations, so that they may find less time to establish 'mutual goodwill' (Sako, 1992) and reinforce positive reciprocal relationships through continuous communication, information exchange and knowledge sharing with one another, since these activities take time and effort. Moreover, SME leaders or owner-managers are likely to focus their effort on building their markets rather than on internal business improvement (McAdam & Reid, 2001; Suppyuenyong & Islam, 2009); consequently, such an issue of developing an enabling and trusting team may not be an organisational priority. Overall, this specific nature of SMEs may make it difficult for SME leaders and followers to establish enabling and trusting teams.

Regarding the cultural context, Lok and Crawford (2004) also describe typical Asian firms as more bureaucratic, hierarchical, with central decision making, and more policy driven than those in the Western world. Given Hofstede et al.'s (2010) research that Thailand is a relatively high power distance culture, suggesting inequalities of power, hierarchical structure, centralised control and expected compliance from subordinates, enabling and trusting team culture could be difficult for SME organisations in Thailand. Since the literature also suggests that most directions and decision-making usually lie within the ownership and control of the founders and owner-managers (Cope et al., 2011; Jenkins, 2006), employees may heavily rely on their senior executives and behave according to their orders. Although Hofstede (1991) and Hofstede et al. (2010) note that Thai firms have relatively high collectivism with an emphasis on social harmony and interdependent relationships, this factor may not be well perceived in the Thai SME context since obedience and conformity to SME business leaders or owner-manager when making decisions is expected. Overall, these reasons help explain why enabling and trusting teams is not perceived as a significant positive predictor of organisational performance outcomes in Thai SMEs in this study. Nonetheless, enabling and trusting teams may yield different results in different contexts. Therefore, this empirical investigation is a starting point for further research.

5.2.9 Summary of Research Findings

In conclusion, each research question has been answered. Also, useful insights have emerged from the research findings regarding relationships between sustainability-related leadership and management factors, derived from the SL framework and the literature, and the two dependent variables, based on perceived FPOs and overall SPOs for enhancing superior performance and organisational sustainability in Thai SMEs. Next, the implications of these findings are discussed in detail.

5.3 Implications

Findings and implications from this thesis are of empirical and practical importance to both academics and practitioners in several ways.

5.3.1 Empirical Importance

This thesis extends current knowledge about leadership, corporate performance and organisational sustainability by empirically quantifying the relationships between various leadership and management factors and performance outcomes for organisational sustainability (SPO). This research confirms in part the findings in the field (e.g. Avery & Bergsteiner, 2010, 2011a, b, c) and previous research, but has also resulted in a number of new findings, and differences, which as has been argued may be due to the unique characteristics of Thai SMEs. There are seven empirical contributions.

First, eight essential leadership predictors and two performance measures have been identified. The finding implies that these leadership and management factors are significant drivers of corporate performance and enhancers of organisational sustainability. They also help to fill in literature gaps and answer to calls for further leadership studies in the SME context by focusing on SMEs in the emerging economy of Thailand. The finding thus contributes to the literature by expanding the limited knowledge of strategic, macro-level leadership and management application in the context of Thai SMEs.

Second, four essential leadership factors, namely valuing people (HRM), long-term perspective, quality and innovation have been identified as significant predictors and positive drivers of superior financial performance based on perceived FPOs. In addition, valuing people (HRM), empowerment, quality and innovation are found to be positive predictors of overall sustainability performance outcomes based on perceived overall SPOs. Overall, significant and positive relationships are found between these leadership and management factors and the two performance outcomes and organisational sustainability in Thai SMEs. Furthermore, it is found that these essential leadership and management factors align with “Sufficiency Economy” leadership practices (Kantabutra, 2014; Kantabutra et al., 2010) in terms of valuing people (HRM), long-term perspective, and innovation. Therefore, this thesis broadens the current knowledge and understanding of “Sufficiency Economy” philosophy and SL theory in the Thai SME context.

Third, this empirical study reports that the more of these essential leadership and management factors organisations adopt in their businesses, the higher the perceived organisational performance outcomes for superior financial performance and organisational sustainability will be. This finding suggests that certain underlying leadership and management factors have relatively high impacts and predictive strengths on perceived financial performance and organisational sustainability.

Fourth, perceptions and opinions between senior executives and employees significantly differ in terms of which essential leadership and management factors positively predict enhance financial and sustainable performance. This yields insight into perceptions of the two groups. This study extends previous scanty research in this area, particularly in the context of Thai SMEs.

Fifth, senior executives perceive that quality, stakeholder consideration and innovation are significant and positive leadership and management predictors of improved financial performance, while innovation is the only positive predictor of enhanced organisational sustainability.

Sixth, employees perceive that valuing people (HRM), quality and innovation are significant and positive leadership drivers of both strong financial performance and organisational sustainability. In addition to these leadership factors, long-term perspective is another essential driver of superior financial performance, while

empowerment is also a crucial predictor of organisational sustainability. Moreover, their differences and similarities are discussed in detail, and each relative impact and strength is also ranked, as described earlier. This evidence broadens current knowledge regarding differences of opinion between staff and management on the impact of leadership and management factors. This is also a starting point for further research.

Finally, although the focus of the discussion is mainly on interpreting significant results and their effects on perceived FPOs and overall SPOs for organisational sustainability, a negative effect and non-significant results are briefly discussed in turn. This empirical research not only investigates the positive relationships and effects of the different variables in this study, but also explains further insights into the anomalies in this study to help broaden the existing knowledge.

In total, this thesis advances the current literature by empirically demonstrating that relationships exist between various significant leadership and management factors and the two important performance outcomes for organisational sustainability based on perceived FPOs and overall SPOs.

Given its empirical importance, this research concludes that various essential leadership and management factors identified in this thesis improve business effectiveness and efficiency as well as strengthening business competitiveness, thereby promoting organisational sustainability and resilience in firms, as advocated by the literature and predicted by the SL model. Ultimately, this thesis empirically broadens existing knowledge by empirically examining the multidimensional relationships between various significant leadership factors, performance outcomes and organisational sustainability, particularly in the context of Thai SMEs, in a single comprehensive investigation.

5.3.2 Practical Implications

This thesis contributes to practical knowledge relating to managerial implications, HRM, economic and social implications.

5.3.2.1 Managerial Implications

The findings from this thesis have several managerial implications.

First, the research results imply that business owners, entrepreneurs and managers can significantly improve long-term business success, financial performance, and organisational sustainability by applying these significant leadership and management factors in their business practices.

Second, this thesis provides a guide to senior executives and managers in making strategic decisions. The research findings can be used as reference for business senior executives and managers to set priorities and strategically invest their resources in certain significant leadership factors as the management indicators, to enhance specific organisational performance outcomes and grow their businesses. For example, they may prioritise their efforts and investments based on the positive strategic leadership and management predictors with relatively higher impacts on enhanced various performance outcomes (i.e. FPOs and overall SPOs) for organisational sustainability.

Third, the business sector can benefit from this thesis by applying the results to practical applications suitable to each organisation, in order to achieve favourable business outcomes and strengthen their competitiveness. This should contribute to organisational sustainability and resilience in the long run. This study indicates that an organisation can gain profound impacts on performance by practising the leadership and management factors shown to be effective. Thus, organisations should consider applying and integrating these essential factors in their leadership and management in order to grow their long run organisational performance, competitive success and sustainability.

In addition, it is suggested that organisational leaders and managers understand the perceptual discrepancies between organisational leaders/executives/managers and employees about which leadership and management factors drive firm performance and organisational sustainability, and possibly close these gaps by creating awareness of perceptual differences and similarities as well as enabling staff to jointly work for a common goal to help improve firm's performance and create organisational sustainability.

Overall, SME organisations in Thailand and possibly in other Asian countries that wish to improve organisational performance outcomes, drive high performance in

organisations and sustain their business success may adopt these significant leadership and management factors to become more sustainable and resilient.

5.3.2.2 HRM Implications

The evidence from this thesis confirms numerous studies indicating the importance of the HR-related leadership and management factor (i.e. valuing people), showing HRM as the key predictor and driver of varied performance outcomes and organisational sustainability, especially in Thai SMEs. Many scholars (e.g. Bacon et al., 1996; Jones, Knotts, & Udell, 2011; Krishnan & Singh, 2011) put forward that these leadership and management factors are the significant source of sustainable competitive advantage. While the literature mentions that SMEs mostly treat HRM practices as rather ad hoc and informal due to their limited size and resource availability (DeKok, Uhlaner, & Thurik, 2006; Klass, McClendon, & Gainery, 2000), this finding suggests that effective, high-performance SME organisations perceive valuing people or HRM as the important element to help grow and sustain their organisations. Therefore, SME organisations should adopt this HR-related leadership and management factor (valuing people, or HRM) to ensure organisational success and gain competitive edge. Overall, this thesis advances current knowledge by contributing to the growing field of HRM in the SME context.

5.3.2.3 Economic and Social Implications

Since the SME sector contributes to the economic and social growth of many countries worldwide (Jenkins, 2006; Spence, 2007; Spence et al., 2003), including Thailand, the findings of the research may assist not only the practitioners, but also policy-makers to identify the key determinants of growth in the SME sector. In other words, this thesis may help relevant parties to better understand what positively drives SME businesses—the economic backbone of a country. The findings provide examples of how internal leadership and management practices within a firm can affect different stakeholder groups, communities and society.

Dunphy and associates (2003) argue that organisations that reject, act non-responsively or just comply with environmental, social, health and safety regulations come to be at a disadvantage, and fail to achieve organisational sustainability. They

recommend that firms need to be proactive by making sustainability an important part of the firm's business strategy and ultimately create sustainable enterprises. As such, policy-makers may need to take a proactive role by promoting sustainability issues or developing supporting programs for organisational sustainability that mutually benefit SMEs and encourage sustainable development.

Furthermore, some authors (e.g. Kantabutra 2011, 2012a, b; Kantabutra & Suriyankietkaew, 2013) report a shift in organisational leadership with a long-term orientation and caring for all stakeholders in creating sustainable businesses in Thailand. This is consistent with Thai King's "Sufficiency Economy" philosophy in business applications, as formerly discussed. According to Rungfapaisarn (2012), the sustainability revolution creates one of the biggest business opportunities for Thailand. Therefore, the research findings may help advance current leadership and management knowledge in Thailand and possibly apply to other emerging Asian contexts.

5.4 Conclusion

In conclusion, this empirical study provides a starting point to answer what drives superior performance outcomes, sustainable businesses and organisational sustainability in emerging Asian contexts, particularly in Thailand. The findings confer insightful knowledge about leadership behaviours, management systems and processes as well as the differences in perceptions between senior executives and employees in the Thai SME context. Therefore, the results from this thesis may assist academics, business executives and policy-makers in gaining a better understanding about what drives superior performance outcomes in firms and how to stay competitive and grow sustainably in this emerging nation context and the fast-growing regional development of the ASEAN community.

In contributing to the literature, this thesis theoretically and practically broadens current knowledge in the multidisciplinary field of leadership, management, business strategy, corporate performance, organisational sustainability, entrepreneurship and SME businesses by empirically examining leadership and management in the area of organisational performance and organisational

sustainability in the Thai SME context in a single comprehensive investigation. This thesis overall contributes to advance the current strategic, macro-level leadership, “Sufficiency Economy” philosophy and SL theory and Honeybee phenomenon in Thai SMEs. The findings fill gaps in the current literature, whilst expanding theoretical development to benefit academics. They also offer managerial implications to guide business executives as well as revealing economic and social implications of SMEs for policy-makers towards organisational sustainability.

CHAPTER 6

CONCLUSION

This final chapter summarises why and how this research study was conducted. It concludes with overall research findings and contributions to knowledge. Finally, limitations of the study and directions for future research are the last part of the chapter.

6.1 Overall Summary of the Research Study

The key purpose of this thesis is to bridge gaps in knowledge about the relationships between leadership processes, organisational sustainability and performance (see Chapter 1). In particular, it identifies significant leadership and management factors derived from SL and the literature, and their effects on the various performance outcomes for organisational sustainability, namely perceived financial performance outcomes (FPOs) and overall sustainability performance outcomes (SPOs), in Thai SME organisations.

The research had four main objectives, and its four research questions derived from the objectives were detailed in Chapter 1. The literature reviews, particularly in the field of leadership, business management, strategy, entrepreneurship and cultural studies, were discussed in Chapter 2. Various gaps in the current literature were identified, generating six sets of hypotheses with a total of 28 individual hypotheses.

The research was conceptualised using Avery and Bergsteiner's (2010, 2011a) Sustainable Leadership or Honeybee model, which identifies a set of 23 "Honeybee" practices underpinning sustainable enterprises. To extend current understanding of the multidisciplinary fields, this thesis involved a complex, integrative empirical investigation of the entire set of 23 SL practices (refer Figure 1.1) in a single comprehensive study. Eight composite underlying leadership factors/predictors were

then identified through factor analysis, being enabling and trusting teamwork, valuing people (HRM), empowerment, ethics, long-term perspective, high quality, stakeholder consideration and innovation, and the two composite performance measures of perceived FPOs and overall SPOs.

The research method and design are described in Chapter 3. Using a cross-sectional questionnaire research design, the total valid responses of 1,508 senior executives and employees of over 350 SMEs in Thailand were gathered for this study. Thailand was the chosen location for the research because the literature signifies its strategic and economic importance in ASEAN, and organisations in emerging economies often strive to raise their global competitiveness, sustainability and performance. Since the literature calls for more research in the area of leadership and sustainability in SMEs (e.g. Eccles et al. 2012; Swiercz & Lydon 2002; White et al., 2007), this sector was selected as the focal context in this study. In a translated and adapted version of Avery and Bergsteiner's (2010, 2011a) Sustainable Leadership Questionnaire (SLQ), multiple item scales assessed various organisational leadership and management practices and diverse sustainability performance outcomes measures for organisational sustainability (i.e. FPOs and overall SPOs) as perceived by senior executives and employees in each organisation.

Data were analysed using several multivariate techniques and SPSS software. Chapter 4 discussed the results. The overall research findings from the analytical discussion and interpretation were detailed in Chapter 5.

In conclusion, the thesis answered all of the research questions it set out to investigate, as well as contributing to new or updated knowledge by bridging gaps in the existing research and advancing limited knowledge in the current literature.

6.2 Contribution to Knowledge

Findings and implications in the thesis have indicated that leadership, organisational performance and sustainability of firms can be improved by attention to the significant factors/predictors. To bridge the gaps in existing research, this empirical investigation found that these leadership and management factors significantly predicted superior financial performance and enhanced organisational

sustainability within the sample investigated. The following significant findings are additions to the existing knowledge base:

Contribution 1: Advancing knowledge in the multidisciplinary field of leadership, management, business strategy, organisational sustainability while contributing to aspects of HRM

This thesis responds to a growing demand among various leadership, management and strategy researchers and practitioners (described in Chapter 2) for more studies on the strategic, macro-level of organisational leadership, rather than the narrow focus on the micro- and meso-level, and organisational sustainability. At the macro-level of leadership, concepts and theories focus on broad strategy, resource allocation, vision, culture and organisational philosophy and purpose as well as acknowledging the importance of external influences (e.g. natural and human resources, competitors, globalisation, regulations and society), and practices that can influence everyone in an organisation (Avery & Bergsteiner, 2011d). Since SL encompasses leadership and management practices at the strategic, macro-level of organisational leadership, this thesis embraces SL as the underlying framework to respond to the growing demand and advance current knowledge in the field of leadership, management and business strategy for organisational sustainability.

In addition to advancing existing knowledge in leadership processes, a major finding of the present study is the importance respondents placed on the role of HRM (or human-orientated practices) in improving financial and organisational sustainability. Current wisdom in the literature is that organisations need to understand the rapidly changing business context and gain competitive advantage by focusing on different facets of resource management, particularly human-oriented management (through employee engagement and commitment), and the management of stakeholders to achieve organisational performance and sustainability in firms (discussed in Chapter 2). The findings highlight the importance of valuing people, the essential HR-related leadership and management factor, linking various aspects of people orientation and HRM components (i.e. staff retention, succession planning, labour relations and organisational development through a strong and shared vision). In other words, the HR-related leadership and management factor is a significant

predictor and driver of superior financial performance and organisational sustainability, at least in Thai SMEs.

Overall, this thesis contributes to the existing knowledge by highlighting the importance of human resources management in the multidisciplinary field of leadership, management, business strategy and organisational sustainability.

Contribution 2: The first empirical investigation into relationships between multiple essential leadership and management factors underlying the SL framework and two composite measures of organisational performance outcomes (i.e. perceived FPOs and overall SPOs) for organisational sustainability in a single comprehensive study

This study is the first empirical examination of the relationship between multiple strategic, macro-level leadership and management factors primarily derived from SL and different performance outcomes for organisational sustainability (i.e. perceived FPOs and overall SPOs) in a single comprehensive study. Although the literature, particularly the SL approach, emphasises the importance of a strategic, macro view of leadership, this field is still at an early conceptualisation stage with little empirical evidence. Quantitative research is lacking to supplement Avery and Bergsteiner's (2010, 2011a, b, c) qualitative case studies testing their SL framework (e.g. Kantabutra 2011, 2012a, b; Kantabutra & Suriyankietkaew, 2013). Empirical research is needed into quantifying the effects and relationships between various leadership and management factors and diverse performance outcomes for organisational sustainability, representing a major gap in the current literature, which this thesis addresses.

Responding to limitations in the existing research, this thesis investigates the eight composite leadership and management factors underlying the SL framework for organisational sustainability (i.e. enabling and trusting teamwork, valuing people (HRM), empowerment, ethics, long-term perspective, high quality, stakeholder consideration and innovation) as independent variables, and two composite measures of organisational performance outcomes (i.e. FPOs and overall SPOs), based on Avery and Bergsteiner's suggested Sustainability Performance Outcomes (SPO) as the dependent variables for sustainability and resilience in firms. The results indicate that

various essential leadership and management factors are positive predictors of FPOs and overall SPOs to varying degrees, aligning with the previous literature (explained in Chapter 5). Moreover, the findings suggest differential relative impacts and magnitudes of the individual practices on enhancing organisational performance. Moreover, they imply that the more of these significant leadership and management factors an organisation adopts, the higher the organisational performance outcomes (i.e. FPOs and overall SPOs) will be. Therefore, this thesis provides evidence that these key leadership and management factors significantly contribute to superior financial performance and organisational sustainability.

Contribution 3: Incorporating multiple financial and non-financial measures relating to organisational sustainability in researching the relationships between leadership, performance and organisational sustainability

Conventionally, much emphasis has been placed on financial measures of organisational performance, often to the exclusion of other criteria. Even though previous researchers have tried to measure both financial and non-financial dimensions of organisational performance, the literature still notes the difficulty in objectively measuring organisational effects on large sets of performance measures (discussed in Chapter 2). Furthermore, there are calls for future research to examine multiple performance measures using both financial components and non-financial measurements, and in particular to measure multidimensional leadership and management factors.

Recognising the gaps in the literature, this thesis employed multiple performance measures using both financial and non-financial dimensions to assess the multifaceted effects of various essential leadership and management factors on performance outcomes and organisational sustainability. To measure organisational sustainability, Avery and Bergsteiner's (2011a) five performance outcomes for organisational sustainability were adapted. These were collectively renamed SPO, comprising brand and reputation, customer satisfaction, financial performance, and long-term shareholder and stakeholder value. Due to the limitation of the shareholder and stakeholder value measures in unlisted SMEs and difficulty of access to reports or direct measures of both financial and non-financial performance measures in SME

businesses (Sian & Roberts, 2009), this study employed investor satisfaction and individual stakeholder (i.e. customer, investor, supplier and employee) satisfaction as more appropriate measures in the SME context instead. Thus, this thesis employs SPO measurement as an integrative measurement of organisational performance outcomes for organisational sustainability (explained in Chapter 2).

Contribution 4: Two new valid and reliable measurements (i.e. perceived financial performance outcomes (FPOs) and overall sustainability performance outcomes (SPOs)) were constructed to assess overall performance outcomes and organisational sustainability in firms

Critics argue that a realistic model of performance is highly complex and requires more than a single dimension or set of criteria to define it (Brown & Laverick, 1994; Cyert & March, 1963). The literature highlights that most studies have examined each performance measure separately and thereby failed to capture the simultaneity embedded in the multidimensionality of performance (Carmeli & Tishler 2004). This thesis extends the existing research by offering two new valid and reliable measures of overall performance outcomes and organisational sustainability in firms, namely perceived financial performance outcomes (FPOs) and overall sustainability performance outcomes (SPOs), as discussed in Chapter 4.

In the literature, financial performance and profitability are the key measures of corporate success resulting in organisational survival. However, obtaining direct concrete financial data became a challenge, even more so for small businesses (Jing, 2012), particularly in a developing country such as Thailand. Thus, indirect measures (e.g. self-reports) are suggested as reliable sources of financial performance (Hoogh et al., 2004). Consistent with previous research, this study employed a composite measure of perceived financial performance outcomes (FPOs) as an indirect measurement based on perceived long-term historical organisational growth in sales and net profits and ability to control costs in the past three years.

To bridge the current gap as described in Chapter 2, a composite measure of perceived overall SPOs was used to assess performance and organisational sustainability. It does this by including simultaneously multiple financial and non-

financial measures—a relative measure of financial performance, supplier satisfaction, investor satisfaction, customer satisfaction and brand and reputation.

These two new valid and reliable composite measures promise to be useful in the field, as proxies for measuring overall multidimensionality of corporate performance and organisational sustainability and resilience in firms.

Contribution 5: The research findings contribute to the research of entrepreneurship and SME businesses

This thesis contributes to the research into entrepreneurship and SME management in two main ways. First, it addresses major gaps in researching leadership-performance and organisational sustainability in SMEs, the business backbone of many economies. Although various studies have refined understanding of the characteristics and determinants of growth in SMEs, knowledge of essential leadership and management factors that drive superior financial performance and organisational sustainability, particularly in the SME context, is still lacking (detailed in Chapter 3). This is a serious gap in knowledge, given the major contribution that SMEs make in most economies.

To fill in the gap, this thesis has explored the role of leader performance in the organisational sustainability of SMEs. The evidence suggests that the distinct entrepreneurial nature and characteristics of SMEs (e.g. informal management structure, owner-manager control, financial constraints, limited resources and capabilities) have significant impacts on the relationships between diverse SL practices and organisational performance outcomes (explained in Chapter 5). Furthermore, previous studies on Thai SMEs indicate that most owners and managers of local SMEs lack adequate empirical knowledge on business practices and entrepreneurship capacity (Visara & Hunt, 2008). The findings and implications from this thesis may broaden the understanding about which essential leadership and management factors significantly drive enhanced performance outcomes and organisational sustainability in Thai SME firms as well as expanding current knowledge in the research field of entrepreneurship and SME management.

Contribution 6: The research findings contribute to leadership and cultural research in the Thai context

Three aspects of the thesis explore leadership in the Thai cultural context.

First, this empirical investigation responds to the demand for expanding current strategic, macro-level leadership and management knowledge in an emerging economy, non-Western context (described in Chapter 2).

Second, setting the empirical examination of these issues in the Thai context advances the current limited knowledge about leadership and management strategy in emerging countries, particularly in Thailand. Supported by Hofstede's (2007) research on Asian management, cultural values and contexts have important implications for leadership and management research, such as the Thai culture, underpinning the contextual focus of this study. As evidenced in this empirical investigation, culture can have profound impacts on understanding Thai leadership and management, particularly in Thai SMEs.

Third, this empirical investigation contributes to the "Sufficiency Economy" philosophy, a Buddhist approach, (discussed in Chapter 2) for organisational sustainability and resilience by linking SL and the "Sufficiency Economy" leadership practices (SELP) and their business applications in Thai SME organisations. This research establishes the first empirical link between strategic, macro-level leadership concepts (i.e. SL and SELP) and organisational sustainability to uncover which leadership practices are in use and how widespread they are among Thai SMEs.

6.3 Limitations of this Thesis

This thesis provides several new insights into the role of diverse strategic, macro-level leadership and management factors derived from the literature and the SL model in creating superior performance and organisational sustainability. Although the researcher strove for high quality in this investigation, some limitations need to be acknowledged.

The first limitation relates to the specific Thai SME context. Since data were collected from SMEs, largely based on convenience sampling in one emerging country, any interpretation or generalisation of the results should allow for the cultural

bias of the specific Thai SME contextual focus. Applicability of the results to other kinds of businesses, especially to larger or listed organisations, needs to be verified and further investigated. Future research should be conducted in other cultures or countries to validate and generalise the findings of this thesis to broader settings, including in Asia.

The second limitation concerns the financial measurements. Due to a lack of systematic reliable financial data in unlisted SME businesses, and the anticipated high sensitivity of business owners or senior executives to sharing their private financial data with others, obtaining accurate financial data became a challenge (explained in Chapter 3). Therefore, this study relies on the use of subjective estimates. In other words, indirect measures (e.g. self-reports) were employed as surrogates for measures of financial performance. However, it is possible that information about organisational finances, i.e. past performance, may be inaccurate due to the subjectivity of self-reports.

The third limitation concerns the use of self-reports. Although the employment of self-reports is common, and was considered appropriate for this study, self-reported data may cause bias due to inaccurate information from senior executives and employees. Although perception has been used in previous research where direct measures were unavailable, it may create response errors due to reliance on perceived assessments of perceived FPOs and overall SPOs for organisational sustainability (described in Chapter 4). The use of self-reports may introduce common method variance (CMV), a form of systematic error variance or measurement error that can cause observed correlations among variables to differ from their population values (Doty & Glick, 1998). To control for common method variance, this analysis was designed to employ multiple procedural and statistical remedies, as suggested by the literature (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). To avoid one of the most common problems in the comprehension stage of the response process (item ambiguity), the questions in the survey was designed to be simple, specific, and concise, and checked for ambiguous or unfamiliar terms, vague concepts, and double-barrelled questions. They were pre-tested on a pilot sample. Moreover, negatively worded items, randomised item order and raters were employed. To mitigate common method bias, especially bias caused by the same rater or source, this study collected

the measures of the variables affecting the relationships between leadership performance and organisational sustainability from different sources, particularly senior executives and their employees. In addition, supplementary statistical analyses were conducted to examine differences in the two independent data samples, based on the two responding groups (i.e. senior executives and employees), from the same data set (see Chapter 4, Section 4.9 for details). Finally, common method analysis was performed to test whether high correlations existed between the independent and dependent variables. Overall, the test results revealed no significant method biases.

Finally, this empirical study is based on a cross-sectional survey with collected data based at one time. Causality in the findings may not be strongly evident because cross-sectional surveys largely do not permit causal inference. Hence, interpretation and generalisations from this study should be approached with caution.

Despite the limitations raised, this thesis makes a valuable contribution to leadership and management theory and practices, corporate performance and organisational sustainability.

6.4 Recommendations for Future Research

Since this investigation is the first empirical research to integrate the multidimensional relationships between leadership, performance outcomes and organisational sustainability in a single study, it is a starting-point for future research. Potential areas for further research include the following.

First, despite the focal study on the SME business sector, further research application to other kinds of businesses, especially larger or listed firms, is suggested. Such an extension of this research protocol would allow comparison and contrast of the effects of leadership behaviours among different size enterprises.

Second, the research was conducted in one emerging economy, Thailand, and should be verified in other contexts. Thus, further research may replicate this study in other countries. It is important for the findings to be replicated since this is the first empirical attempt. It would be interesting for future researchers to analytically compare and contrast results and broaden the knowledge from this thesis by including a cross-cultural component in order to enhance the generalisation of the results. More

investigation in different national contextual aspects is therefore needed to advance current strategic, macro-level leadership and SL theory. In short, comparing the effects of the identified factors across cultures would be useful. Replication in other countries would yield interesting information.

Third, a similar research study may be conducted within a specific industry to gain in-depth insights into what and how each industry applies these significant leadership and management factors, drive organisational performance and embed sustainability in firms. Extended results may provide practical knowledge pertaining to an industrial focus, since the results from this thesis may not be applicable to all industries. Clearly, this is a potential area for future research.

Fourth, further research may expand the current study by including responses from other key stakeholders (e.g. customers, investors, suppliers or community). It would be useful to conduct a similar study and directly measure perceptions of each type of stakeholder in order to gain better understanding of each group's opinions with regard to which leadership and management factors significantly drive organisational performance and sustainability.

Fifth, since this is the first empirical research study of strategic, macro-level leadership derived from the literature, SL and organisational sustainability relationships, multiple-item measures of these measures for individual stakeholder satisfaction (i.e. customer, investor, supplier and employees) may be developed further to strengthen reliability of each construct. Moreover, a full validation of the SLQ scale using confirmatory factor analysis (CFA) for further research is recommended. This provides another way of further improvement to the current leadership and management theory.

Finally, further application of both valid and reliable composite measures—FPOs and overall SPOs—are recommended since they are among the few established measurements for assessing the multi-dimensional aspects of organisational performance outcomes in the field of leadership and organisational sustainability. Evidently, this is an area for future empirical research.

6.5 Concluding Remarks

A future leadership challenge lies in an organisation's ability to deliver business performance, resilience and longevity, to increase its societal value and elevate its accountability to stakeholders, while taking account of multidimensional internal and external leadership practices intended to enhance performance and sustainability (Avery, 2005; Avery & Bergsteiner, 2010, 2011, a, b, c; D'Amto & Roome, 2009; Dunphy et al., 2003; Székely & Knirsch, 2009). Consistent with the literature, this thesis affirms the significance of leadership for enhanced organisational performance outcomes and sustainability in firms. Despite the growing popularity of leadership research in corporate performance and organisational sustainability, major gaps and problems still remain. This thesis attempts to bridge these gaps, and expands knowledge about the relationship between leadership, management processes, corporate performance and organisational sustainability. Consequently, the thesis identifies significant leadership and management factors, and their effects on various organisational performance measures (i.e. perceived FPOs and overall SPOs) towards superior financial performance and organisational sustainability in Thai SME firms.

The overall empirical findings in this thesis are consistent with the prevailing literature that various essential leadership and management factors derived from SL or the "Honeybee" model contribute differentially to organisational performance outcomes and sustainability in firms. Individual significant leadership and management factors have profound effects on various organisational performance outcomes for organisational sustainability, such as superior financial and sustainability performance outcomes. This thesis highlights the significance of these underlying leadership and management factors as the keys for organisational improvement, long-term success and sustainability in firms. The overall findings in this thesis support the contentions in the literature by suggesting that the impact on performance is profound when embracing these essential leadership practices in organisations. In total, this thesis provides a better understanding of the effects and further insights into the relationships between significant leadership and management factors and multiple measures of performance outcomes for organisational sustainability, thereby advancing strategic, macro-level leadership and SL theory particularly in the Thai SME context.

In addition, the study has shown links between several theoretical concepts within the multidisciplinary field of leadership, management, business strategy, HRM, entrepreneurship, cultural research, “Sufficiency Economy” philosophy and organisational sustainability. It also has various practical implications in terms of its benefits to businesses, particularly for SME businesses owners, executives, managers and entrepreneurs, in Thailand and other Asian cultures.

The findings of this thesis also highlight that the issue of organisational sustainability is a major challenge in SMEs, particularly in Thailand. This thesis proposes to raise these concerns for several parties from academics to business practitioners and policy-makers. As such, further development in these areas is needed to enable Thai SMEs and other Asian business organisations to understand these issues, and their impacts on society while growing sustainability in competitive markets.

In closing, these important leadership and management factors identified by the empirical research facilitate organisational performance enhancement through both financial and non-financial indicators and creating sustainable firms, thereby contributing to organisational sustainability. The findings of this thesis significantly contribute to the existing literature, broaden current knowledge and advance strategic, macro-level leadership theory and SL phenomenon in Thai SMEs

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APPENDICES

APPENDIX A – ETHICS APPROVAL

23/7/2557

Macquarie University Student Email and Calendar Mail - Final Approval



SUPARAK SURIYANKIETKAEW <suparak.suriyankietkaew@students.mq.edu.au>

Final Approval

3 messages

Stefanie Jreige <stefanie.jreige@mgsm.edu.au>
To: Gayle.Avery@mgsm.edu.au
Cc: Suparak.suriyankietkaew@students.mq.edu.au

Mon, Nov 19, 2012 at 8:52 AM

Send to: Chief investigator/Supervisor
CC: Co-Investigator or Co-Investigators

RE: Ethics Application Ref: 5201200798 (R) - Final Approval-

Dear Prof Avery,

RE: 'An investigation of emergent strategic sustainable leadership and organizational performance for corporate sustainability ' (Ref: 5201200798)

The above application was reviewed by the MGSM Ethics Sub-Committee. The MGSM Ethics Sub-Committee wishes to thank you for your well-written application. Approval of this application has been granted and you may now proceed with your research.

This research meets the requirements of the National Statement on Ethical Conduct in Human Research (2007). The National Statement is available at the following web site:

http://www.nhmrc.gov.au/_files_nhmrc/publications/attachments/e72.pdf.

The following personnel are authorised to conduct this research:

Chief Investigator: Prof. Gayle Avery
Other Personnel: Suparak Suriyankietkaew

NB. STUDENTS: IT IS YOUR RESPONSIBILITY TO KEEP A COPY OF THIS APPROVAL EMAIL TO SUBMIT WITH YOUR THESIS.

Please note the following standard requirements of approval:

1. The approval of this project is conditional upon your continuing compliance with the National Statement on Ethical Conduct in Human Research (2007).
2. Approval will be for a period of five (5) years subject to the provision of annual reports.

Progress Report 1 Due: 15/11/ 2013
Progress Report 2 Due: 15/11/ 2014
Progress Report 3 Due: 15/11/ 2015
Progress Report 4 Due: 15/11/ 2016
Final Report Due: 15/11/ 2017

NB. If you complete the work earlier than you had planned you must submit a Final Report as soon as the work is completed. If the project has been

23/7/2557

Macquarie University Student Email and Calendar Mail - Final Approval

discontinued or not commenced for any reason, you are also required to submit a Final Report for the project.

Progress reports and Final Reports are available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

3. If the project has run for more than five (5) years you cannot renew approval for the project. You will need to complete and submit a Final Report and submit a new application for the project. (The five year limit on renewal of approvals allows the Committee to fully re-review research in an environment where legislation, guidelines and requirements are continually changing, for example, new child protection and privacy laws).

4. All amendments to the project must be reviewed and approved by the Committee before implementation. Please complete and submit a Request for Amendment Form available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

5. Please notify the Committee immediately in the event of any adverse effects on participants or of any unforeseen events that affect the continued ethical acceptability of the project.

6. At all times you are responsible for the ethical conduct of your research in accordance with the guidelines established by the University. This information is available at the following websites:

<http://www.mq.edu.au/policy/>
http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/policy

If you will be applying for or have applied for internal or external funding for the above project it is your responsibility to provide the Macquarie University's Research Grants Management Assistant with a copy of this email as soon as possible. Internal and External funding agencies will not be informed that you have final approval for your project and funds will not be released until the Research Grants Management Assistant has received a copy of this email.

If you need to provide a hard copy letter of Final Approval to an external organisation as evidence that you have Final Approval, please do not hesitate to contact the FHS Ethics at the address below.

Please retain a copy of this email as this is your official notification of final ethics approval.

Yours sincerely,

Chair
MGSM Ethics Sub-Committee

Email: ethics@mgsm.edu.au
Web: <http://www.research.mq.edu.au/>

APPENDIX B – ETHICS FINAL REPORT APPROVAL

29/7/2557

Macquarie University Student Email and Calendar Mail - Final Report Approved



SUPARAK SURIYANKIETKAEW <suparak.suriyankietkaew@students.mq.edu.au>

Final Report Approved

1 message

Stefanie Jreige <stefanie.jreige@mgsm.edu.au>
To: gayle.avery@mgsm.edu.au
Cc: suparak.suriyankietkaew@students.mq.edu.au

Tue, Jul 29, 2014 at 10:26 AM

RE: Ethics Application - Final Report Approved

Dear Prof Avery,

Title of project: "An Investigation of the Relationships Between Sustainable Leadership, Sustainability Performance Outcomes and High Performance in Thai SMEs."

FINAL REPORT APPROVED

Your final report has been received and approved, effective (29/07/ 2014). The MGSM Ethics Sub-Committee is grateful for your cooperation and would like to wish you success in future research endeavours.

Yours sincerely,

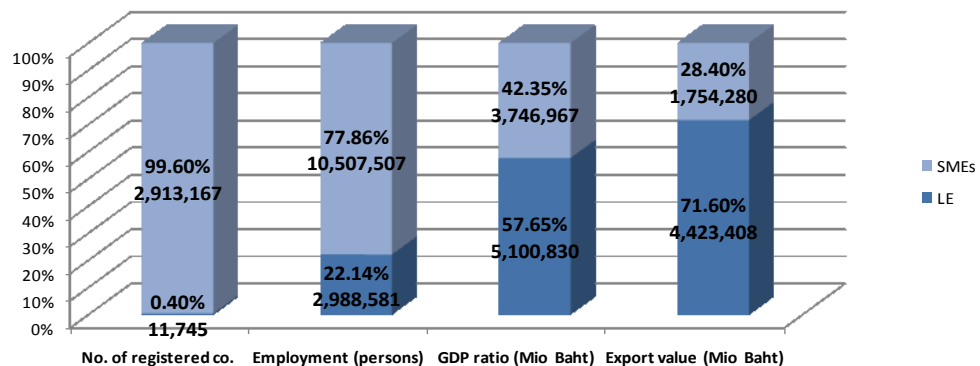
Chair
MGSM Ethics Sub-Committee

Email: ethics@mgsm.edu.au
Web: <http://www.research.mq.edu.au/>

APPENDIX C – INFORMATION ON THAI SMES

The part provides information about Thai SMEs and explains their significance for this study.

Table A: Summary of Significance of Thai SMEs



Source: The Office of Small and Medium Enterprises Promotion (2012)

Remark: This table summarises significance of SMEs as the economic and social backbone of the Thai economy, as indicated by the high proportion of overall business establishment in Thailand when comparing SMEs and LEs (large or listed enterprises), employment, GDP ratio and export values. Therefore, SMEs was chosen as the focus of this study.

**Table B: Summary of Thai SMEs classified by Provinces
(i.e. Bangkok Metropolitan Region)**

Provinces	No. of Small Enterprises	No. of Medium Enterprises	No. of Small and Medium Enterprises (SMEs)
BKK	565,243	8,391	573,634
Nakorn Pathom	43,436	17	43,453
Nontaburi	50,321	494	50,815
Pathum Thani	68,867	550	69,417
Samut Prakan	74,324	1,286	75,610
Samut Sakorn	28,971	608	29,579
Total (Bangkok metropolitan areas)	1,280,635	11,346	1,291,981
Total (Nationwide)	2,894,780	18,387	2,913,167

Source: The Office of Small and Medium Enterprises Promotion (2012)

Remark: The table suggests that almost 50% of all SMEs in Thailand located in Bangkok Metropolitan Region. In this study, the sample was framed based on the information; thus the region was selected to ensure the representativeness of the SME population in Thailand.

Table C: Comparison between Thai SME Population and Sample

(1) Classified by Business Sizes

Business Sizes	Population		Sampling	
	Number (Size)	Percentage	Number (Size)	Percentage
Small Enterprises	2,894,780	99.0%	276	75.4%
Medium Enterprises	18,387	0.6%	85	23.2%
Others	11,745	0.4%	5	1.4%
Total SMEs	2,913,167	100%	366	100.0%

(2) Classified by Business Activities

Business Activities	SME Population (OSMEP)		SME Sampling	
	Number (Size)	Percentage	Number (Size)	Percentage
Manufacturing	521,521	18.0%	88	24.0%
Trade (wholesale/retail)	1,446,465	50.0%	99	27.0%
Hotel and restaurant	271,578	9.0%	26	7.1%
Financial services	14,168	1.0%	22	6.0%
Transportation and storage	113,592	4.0%	17	4.6%
Real estate	227,099	8.0%	24	6.6%
Construction	102,201	4.0%	36	9.8%
Other services	216,543	6.0%	54	14.8%
Total	2,913,167	100.0%	366	100.0%

Source: The Office of Small and Medium Enterprises Promotion (2012)

Remark: The tables detail the compositions and proportions of the Thai SME population, in terms of business sizes (1) and activities (2), and those of the SME sample in this study. The information from OSMEP in the two tables, regarding business sizes and activities, were used as the frames of references for the sampling in this study. After compared and analysed the collected data, this study found that the sample was reasonably aligned with the population although they did not exactly match. It implies that the data could represent the SME population in Thailand to some extent; the results may be generalised and approached with caution.

APPENDIX D – INTRODUCTION AND APPROVAL LETTER



Macquarie Graduate School of Management
MACQUARIE UNIVERSITY NSW 2109

Phone: +61 (0)2 9850 2500

Fax: +61 (0)2 9144 2220

Email: suparak.suriyankietkaew@students.mq.edu.au

Introduction and Approval Letter

Dear Sir or Madam,

We are writing in the hope that you can assist and approve us to conduct a survey research with your listed Small and Medium Enterprise (SMEs) members or organisations from your current directory or database.

This is a doctoral study that aims to investigate what essential strategic sustainable leadership factors or management practices can affect organisational performance and drive high-performing organizations for corporate sustainability. Business owners/leaders and their employees in Thai Small and Medium Enterprises (SMEs) are invited to participate in the study. For each organisation, we intend to collect four completed questionnaires from one business owner/leader and three employees. They will be asked to complete a questionnaire about their attitudes towards organisational leadership, management practices, organisational performance and general background questions that may take approximately 20-30 minutes through an email link to an online survey (www.surveymonkey.net), a mail survey with an enclosed stamped return envelope, or a telephone survey. Please find attached of the questionnaire. Participation in this study is entirely voluntary. It is an anonymous survey. Their privacy will be strictly maintained.

The advantage of the participation in this research is having access to a summary report of the results and managerial implications that may assist these participating organisations to effectively lead and manage important strategic sustainable leadership factors that drive high performance and improve corporate sustainability. The report with no organisation or individual identification of the data can be made available on request. Overall findings may be published in some academic journals, books and/or presentations.

The study is being conducted by Ms. Suparak Suriyankietkaew, a doctoral research student, (contact: suparak.suriyankietkaew@students.mq.edu.au; +66 (0)2 9850 2500; (Thai mobile) +66 (0)83 543 8580) at Macquarie Graduate School of Management (MGSM) to meet the requirements of Doctor of Philosophy in Management under the supervision of Professor Gayle Avery (contact: Gayle.Avery@mgsm.edu.au; +66 (0)2 9850 9930). Since this research will be undertaken in Thailand, Associate Professor Sooksan Kantabutra (contact: cmsooksan@mahidol.ac.th; +66 (0)2 206 2000) at College of Management Mahidol University in Thailand will be the local contact and a co-supervisor who will ensure the ethical conduct of the research.

The ethical aspects of this study have been approved by the Macquarie University Human Research Ethics Committee. If you have any complaints or reservations about any ethical aspect of your participation in this research, you may contact the Committee through the Director, Research Ethics (telephone (02) 9850 7854; email ethics@mq.edu.au). Any complaint you make will be treated in confidence and investigated, and you will be informed of the outcome.

If you have any queries about the study, please do not hesitate to contact us for further explanation. After getting your formal approval for undertaking the research, we will distribute the questionnaire survey to your listed members or organisations from your directory or database. The research report can be made available to you and participating organisations if requested. If you would like to have the report, please reply to indicate. It will be emailed to you when the study is completed.

Your kind cooperation and approval is greatly appreciated.

Yours sincerely,
Professor Gayle Avery
Ms. Suparak Suriyankietkaew
Macquarie Graduate School of Management

I, *(participant's name)* have read *(or, where appropriate, have had read to me)* and understand the information above and any questions I have asked have been answered to my satisfaction. I give my approval to them to conduct the survey research. I have been given a copy of this form to keep.

Supporting Organisation's Name: _____
(Block letters)

Signature: _____ Date: _____

APPENDIX E – CONSENT FORM



Macquarie Graduate School of Management
MACQUARIE UNIVERSITY NSW 2109

Chief Investigator Phone: +61 (02) 9850 9930
Chief Investigator Email: Gayle.Avery@mgsm.edu.au

Chief Investigator's / Supervisor's Name: Gayle Avery

Chief Investigator's / Supervisor's Title: Professor

Information and Consent Form

Name of Project: *An investigation of emergent strategic sustainable leadership and organisational performance for corporate sustainability.*

You are invited to participate in a study of sustainable leadership in Thai Small and Medium Enterprises (SMEs). The purpose of the study is to investigate what essential strategic sustainable leadership factors or management practices can affect organisational performance and drive high-performing organizations for corporate sustainability. You will be asked about your attitudes and perceptions towards organisational leadership, management practices, organisational performance and general background questions.

The study is being conducted by Ms. Suparak Suriyankietkaew, a doctoral research student, (contact: suparak.suriyankietkaew@students.mq.edu.au; +66 (0)2 9850 2500; (Thai mobile) +66 (0)83 543 8580) at Macquarie Graduate School of Management (MGSM) to meet the requirements of Doctor of Philosophy in Management under the supervision of Professor Gayle Avery (contact: Gayle.Avery@mgsm.edu.au; +66 (0)2 9850 9930). Since this research will be undertaken in Thailand, Associate Professor Sooksan Kantabutra (contact: cmsooksan@mahidol.ac.th; +66 (0)2 206 2000) at College of Management Mahidol University in Thailand will be the local contact and a co-supervisor who will ensure the ethical conduct of the research.

If you decide to participate, you will be asked to complete a questionnaire that may take approximately 20-30 minutes to complete. The questions, which are adopted from the literature and slightly modified, are such that you can answer them without having to look up any information.

This is an anonymous questionnaire. Any information or personal details gathered in the course of the study are confidential. No individual will be identified in any publication of the results. Your privacy will be strictly maintained. Only the research student and the supervisor will have access to the data. Overall findings may be published in some academic journals, management books or magazines.

The advantage of your participation in this research is having access to a summary report of the results and managerial implications that may assist your organisations to effectively lead and manage important strategic sustainable leadership factors that drive

high performance and improve corporate sustainability. The report with no individual identification of the data can be made available to you on request.

Participation in this study is entirely voluntary: you are not obliged to participate and if you decide to participate, you are free to withdraw at any time without having to give a reason and without consequence. By completing the questionnaire, it is deemed that you have given consent to participate in the research study.

If you have any queries about the study, please do not hesitate to contact the researcher, her supervisor, or her local contact for further explanation.

Your time and participation is greatly appreciated.

I, *(participant's name)* have read *(or, where appropriate, have had read to me)* and understand the information above and any questions I have asked have been answered to my satisfaction. I agree to participate in this research, knowing that I can withdraw from further participation in the research at any time without consequence. I have been given a copy of this form to keep.

Participant's Name: _____
(Block letters)

Participant's Signature: _____ Date: _____

Investigator's Name: MS. SUPARAK SURİYANKIETKAEW
(Block letters)

Investigator's Signature: _____ Date: _____

The ethical aspects of this study have been approved by the Macquarie University Human Research Ethics Committee. If you have any complaints or reservations about any ethical aspect of your participation in this research, you may contact the Committee through the Director, Research Ethics (telephone (02) 9850 7854; email ethics@mq.edu.au). Any complaint you make will be treated in confidence and investigated, and you will be informed of the outcome.

(INVESTIGATOR'S [OR PARTICIPANT'S] COPY)

APPENDIX F – TELEPHONE SCRIPT



Macquarie Graduate School of Management
MACQUARIE UNIVERSITY NSW 2109

Phone: +61 (0)2 9850 9930

Fax: +61 (0)2 9144 2220

Email: Gayle.Avery@mgsm.edu.au

Chief Investigator's / Supervisor's Name: Gayle Avery

Chief Investigator's / Supervisor's Title: Professor

Name of Project: *An investigation of emergent strategic sustainable leadership and organisational performance for corporate sustainability.*

Telephone Script

Hello, my name is _____ (Name of a researcher/research assistant). I am a (a researcher/research assistant research) from Macquarie Graduate School of Management Macquarie University conducting a survey research about sustainable leadership and organisational performance for corporate sustainability in Thai SMEs. I am contacting you because your SME organization has been listed in a directory/database of _____ (Name of cooperating organizations). Business owners and their employees in Thai Small and Medium Enterprises (SMEs) are invited to participate in this study through a survey. And, you are invited to participate in this study. Your participation in this survey is completely voluntary. This means that you do not have to participate in this survey unless you agree to. You are not obliged to participate and if you decide to participate, you are free to withdraw at any time without having to give a reason and without consequence. The survey may take approximately 20-30 minutes to complete.

Question for seeking consent: Would you be interested in participating in the survey?

[IF NO] Thank you for your time. Good-bye.

[IF YES] Thank you for your interest in the survey research. Continue.

The purpose of the study is to investigate what essential strategic sustainable leadership factors or management practices can affect organisational performance and drive high-performing organizations for corporate sustainability. You will be asked about your attitudes and perceptions towards organisational leadership, management practices, organisational performance and general background questions.

The study is being conducted by Ms. Suparak Suriyankietkaew, a doctoral research student at Macquarie Graduate School of Management (MGSM). She can be contacted via email: suparak.suriyankietkaew@students.mq.edu.au or phone +66 (0)2 9850 2500; (Thai mobile) +66 (0)83 543 8580. This is a part of her doctoral thesis as being conducted to meet the requirements of Doctor of Philosophy in Management under the supervision of Professor Gayle Avery. Her supervisor can be contacted via email: Gayle.Avery@mgsm.edu.au or phone +66 (0)2 9850 9930. Since this research will be undertaken in Thailand, Associate Professor Sooksan Kantabutra (contact:

cmsooksan@mahidol.ac.th; +66 (0)2 206 2000) at College of Management Mahidol University in Thailand will be the local contact and a co-supervisor who will ensure the ethical conduct of the research.

This is an anonymous survey. Any of your information or personal details gathered in the course of the study are confidential. No individual will be identified in any publication of the results. Your privacy will be strictly maintained. Only the research student and the supervisor will have access to the data. Overall findings may be published in some academic journals, management books or magazines.

In appreciation of your time and participation, you will receive a summary report of the results and managerial implications that may assist your organisations to effectively lead and manage important strategic sustainable leadership factors that drive high performance and improve corporate sustainability. The report with no individual identification of the data can be made available to you on request.

Question for requesting the research report: Would you be interested in getting the research report?

[IF NO] Thank you. Continue.

[IF YES] Thank you for your interest in the research report. It will be sent to you when the research is completed. Please give me your company's email for its copy. [Write down a given e-mail address.] Continue.

If you have any queries about the study, please do not hesitate to contact the researcher, her supervisor, or her co-supervisor for further explanation.

The ethical aspects of this study have been approved by the Macquarie University Human Research Ethics Committee. If you have any complaints or reservations about any ethical aspect of your participation in this research, you may contact the Committee through the Director, Research Ethics (telephone (02) 9850 7854; email ethics@mq.edu.au). Any complaint you make will be treated in confidence and investigated, and you will be informed of the outcome.

Question for confirming consent: Do I have your consent to begin asking you questions?

[IF NO] Thank you for your time. Good-bye.

[IF YES] Thank you for your consent. Continue with the survey's questions.

APPENDIX G – QUESTIONNAIRE (ENGLISH)

Sustainable Leadership in Thai SMEs Questionnaire

Introduction

Thank you for participating in this survey about leadership in your organisation. Please read the instruction and answer each question by putting a check mark (✓) on your chosen response. If you make a mistake or wrong choice, please cross it out and put a new check mark (✓) on your new chosen response. Remark: This survey has been adapted from the Sustainable Leadership Questionnaire © Harry Bergsteiner 2010.

Part 1 General Information - Please read each question and put a check mark (✓) on your response.

1	Are you male or female?	Male <input type="checkbox"/>	Female <input type="checkbox"/>		
2	What is your age range? (years old)	Below 25 <input type="checkbox"/>	25-34 <input type="checkbox"/>	35-44 <input type="checkbox"/>	Above 55 <input type="checkbox"/>
3	What is your highest educational level?	Below Diploma <input type="checkbox"/>	Diploma <input type="checkbox"/>	Bachelor Degree <input type="checkbox"/>	Master Degree <input type="checkbox"/>
4	How long have you worked for the organisation? (years)	Below 6 <input type="checkbox"/>	6-10 <input type="checkbox"/>	11-15 <input type="checkbox"/>	Above 20 <input type="checkbox"/>
5	Are you a manager?	Yes * <input type="checkbox"/>	No ** <input type="checkbox"/>	<i>Instruction:</i> * If Yes, please continue Q6, Part 2 and others. ** If No, please continue Part 3 and others.	
6	What is your management level in the organisation?	Top manager <input type="checkbox"/>	Middle manager <input type="checkbox"/>	First-line manager <input type="checkbox"/>	

Part 2 Organisation Information

(For Business Owner/Leader/Top Manager or Director only)

Please read each question and put a check mark (✓) on your response.

1	What is your organisational size? (MB = Million Baht)	Small* <input type="checkbox"/>	Medium ** <input type="checkbox"/>	<i>Reference from OSMEP:</i> *Small = under 50 employees; fixed asset under 50MB ** Medium = under 200 employees; fixed asset under 200MB		
2	What is your current organisation's fixed asset value? (MB = Million Baht)	Under 1 MB <input type="checkbox"/>	1-50 MB <input type="checkbox"/>	51-100 MB <input type="checkbox"/>	100-150MB <input type="checkbox"/>	151-200 MB <input type="checkbox"/>
3	What is your organisation's ownership type?	Thai ownership <input type="checkbox"/>	Foreign Ownership <input type="checkbox"/>	Multinational corporation <input type="checkbox"/>		
4	Does your organisation conduct import-export activities?	Import <input type="checkbox"/>	Export <input type="checkbox"/>	Both <input type="checkbox"/>	No <input type="checkbox"/>	
5	How long has your organisation been established in Thailand? (years)	Under 5 <input type="checkbox"/>	5-10 <input type="checkbox"/>	11-15 <input type="checkbox"/>	16-20 <input type="checkbox"/>	Above 20 <input type="checkbox"/>
6	How many employees do you have in your organisation? (employees)	Under 21 <input type="checkbox"/>	21-50 <input type="checkbox"/>	51-80 <input type="checkbox"/>	81-100 <input type="checkbox"/>	Above 100 <input type="checkbox"/>
7	What was your annual income last year? (MB = Million Baht)	Under 21 <input type="checkbox"/>	21-50 <input type="checkbox"/>	51-80 <input type="checkbox"/>	81-100 <input type="checkbox"/>	Above 100 <input type="checkbox"/>
8	What is your organisation's industry type? (Remark: The industry types are classified by business activity according to OSMEP)	Manufacturing <input type="checkbox"/>	Trade (retail/wholesales) <input type="checkbox"/>	Hotels & restaurants <input type="checkbox"/>	Financial services <input type="checkbox"/>	Transportation & storage <input type="checkbox"/>
		Realestate activities <input type="checkbox"/>	Construction <input type="checkbox"/>	Others <input type="checkbox"/> (Please specify: _____)		

Part 3 Attitude about Organisational Leadership and Management

Please read each statement and put a check mark (✓) on a scaled number that corresponds most closely to your response (1 = Strongly disagree - 5 = Strongly agree; and 6 = Don't know).

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
1	Everyone has good ongoing access to training and development in this organisation.	1	2	3	4	5	6
2	Training and development are some of the first things cut in difficult times. *	1	2	3	4	5	6
3	Employee representatives are involved in key strategic decisions.	1	2	3	4	5	6
4	Disputes between leaders and employees are typically settled through external processes such as arbitration or the courts. *	1	2	3	4	5	6
5	If this organisation had to lay people off, our leaders would support those affected in any way they could.	1	2	3	4	5	6
6	Our leaders lay off people if it is necessary to achieve short term financial results. *	1	2	3	4	5	6
7	Our organisation has a formal succession planning policy in place.	1	2	3	4	5	6
8	Our organisation fills many management positions with outsiders. *	1	2	3	4	5	6
9	Our leaders treat people with respect, consideration and integrity.	1	2	3	4	5	6
10	Our leaders are not involved in people's personal lives. *	1	2	3	4	5	6
11	Key strategic decisions are made by the top management team, not just the most senior person - the General Manager.	1	2	3	4	5	6
12	In this organisation the General Manager resolves difficult situations, not the top management team. *	1	2	3	4	5	6
13	As far as I can see, our organisation consistently behaves ethically.	1	2	3	4	5	6
14	I am aware that our organisation has an ethical code of conduct that explains what is expected of all employees.	1	2	3	4	5	6
15	The consensus in this organisation is that we must always act ethically no matter how tough things get.	1	2	3	4	5	6
16	Our decisions in this organisation, are made with the long-term in mind.	1	2	3	4	5	6
17	Our leaders usually focus on long-term planning and strategies (e.g. long-term investment in technologies and/or long-term resource management)	1	2	3	4	5	6
18	People in this organisation think and act for long-term success.	1	2	3	4	5	6
19	When major change is planned, the affected people are consulted and involved.	1	2	3	4	5	6
20	Our leaders carefully plan change to ensure new processes and behaviours suit the existing culture.	1	2	3	4	5	6
21	When major change is necessary, our leaders handle it very carefully to minimise harm.	1	2	3	4	5	6
22	Our leaders make business decisions that are right for the organisation, even if financial analysts disagree.	1	2	3	4	5	6
23	Our leaders believe that our organisation must grow, whatever the cost. *	1	2	3	4	5	6
24	Environmental protection is a core value of this organisation that influences behaviour of employees, suppliers and even customers.	1	2	3	4	5	6
25	This organisation's environmental policies meet, but do not exceed what the law requires. *	1	2	3	4	5	6

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
26	Our leaders encourage employees to engage in social or community activities in work time.	1	2	3	4	5	6
27	In this organisation, generating profits and providing jobs is considered sufficient contribution to the community. *	1	2	3	4	5	6
28	Our leaders value others' interests, in addition to investors' needs.	1	2	3	4	5	6
29	Our leaders show respect for, and work closely with, employees, customers, suppliers and other stakeholders.	1	2	3	4	5	6
30	Other things being equal, this organisation chooses suppliers based on price rather than long-standing relationships. *	1	2	3	4	5	6
31	Our leaders have a vision that goes beyond just making as much money as possible.	1	2	3	4	5	6
32	Our organisational vision energises and guides people's work.	1	2	3	4	5	6
33	This organisation has a strong vision that everyone knows, shares and works towards.	1	2	3	4	5	6
34	I'm unsure what this organisation's vision for the future is. *	1	2	3	4	5	6
35	Employees are encouraged to challenge decisions made by our leaders.	1	2	3	4	5	6
36	Our leaders look for consensus when making decisions.	1	2	3	4	5	6
37	As employees in this organisation, we have high discretion over our working lives provided we deliver the required outcomes.	1	2	3	4	5	6
38	Our leaders and managers set detailed work objectives, specify the way work will be done, and monitor progress closely. *	1	2	3	4	5	6
39	Our organisation has a strong team culture.	1	2	3	4	5	6
40	People work well in teams at all levels of this organisation.	1	2	3	4	5	6
41	Our leaders treat employees as the organisation's most valuable asset.	1	2	3	4	5	6
42	The way things are done in this organisation really engages people's hearts and minds.	1	2	3	4	5	6
43	This organisation likes people to get together informally during work hours, to exchange information and ideas about their work.	1	2	3	4	5	6
44	Our organisation offers many formal and informal opportunities to share information and ideas.	1	2	3	4	5	6
45	In this organisation, we can rely on our people to keep to their word.	1	2	3	4	5	6
46	In this organisation, people deal with each other based on an understanding that we will look after each others' best interests.	1	2	3	4	5	6
47	Everyone here can be innovative, even if they are not employed in a research capacity.	1	2	3	4	5	6
48	We have systems to encourage, evaluate, track, reward and celebrate innovative ideas.	1	2	3	4	5	6
49	Our leaders accept that innovation contains the risk of failure.	1	2	3	4	5	6
50	I am proud to tell people that I work for this organisation.	1	2	3	4	5	6
51	People give their personal best for this organisation because of the excellent way in which it treats them.	1	2	3	4	5	6
52	Supplying products and services of the highest quality is a matter of pride to our organisation.	1	2	3	4	5	6
53	The view around here is that increasing quality, increases productivity and profits.	1	2	3	4	5	6

Part 4 Perceived Organisational Performance

Please read each statement and select your answer by putting a check mark (✓) on a scaled number (1 = Much worse - 5 = Much better; 6 = Don't know).

		<i>Much worse</i>	<i>Worse</i>	<i>About the same</i>	<i>Better</i>	<i>Much better</i>	<i>Don't know</i>
54	How would you rate your organisation's brand /image reputation relative to its competitors?	1	2	3	4	5	6
55	How would you rate the satisfaction level of your organisation's customers when compared to your competitors?	1	2	3	4	5	6
56	How would you rate the financial performance / profitability of your organisation compared to your competitors?	1	2	3	4	5	6
57	How would you rate the satisfaction level of your organisation's shareholders when compared to your competitors?	1	2	3	4	5	6
58	How would you rate the satisfaction level of your organisation's suppliers when compared to your competitors?	1	2	3	4	5	6

Part 5 Past Organisational Performance

Please read each statement and select your answer by putting a check mark (✓) on a scaled number (1 =Strongly disagree - 5 = Strongly agree; 6 = Don't know).

		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>	<i>Don't know</i>
59	In the last three years, the net profits in my organisation have increased.	1	2	3	4	5	6
60	In the last three years, the sales revenue in my organisation has increased.	1	2	3	4	5	6
61	In the last three years, the controllable costs in my organisation have decreased.	1	2	3	4	5	6

Part 6 Employee Satisfaction

Please read the statement and select your answer by putting a check mark (✓) on a scaled number

(1 = Extremely dissatisfied - 5 = Extremely satisfied; 6 = Don't know).

	Extremely dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely satisfied	Don't know
62 Overall, how satisfied are you with your organisation?	1	2	3	4	5	6

Do you have any other comments? (*If yes, please write down here.*)

To request a summary report of research results, please provide an e-mail for your convenience:

Thank you for your time and participation.

APPENDIX H – QUESTIONNAIRE (THAI)

การศึกษาภาวะผู้นำองค์กรนี้อย่างยั่งยืนในเอสเอ็มอีไทย

แบบสอบถามงานวิจัย

คำนำ

ขอขอบคุณสำหรับความร่วมมือในการตอบแบบสอบถามงานวิจัยเกี่ยวกับภาวะผู้นำองค์กรนี้และการบริหารองค์กรนี้ กรุณาอ่านข้อชี้แนะและตอบคำถามในแต่ละข้อโดยทำเครื่องหมาย (✓) ในช่องที่ตรงกับคำตอบของท่านมากที่สุด หากท่านเลือกข้อผิดให้ขีดฆ่าและกรุณาใส่เครื่องหมาย (✓) ที่ตัวเลือกใหม่ (หมายเหตุ: แบบสอบถามนี้ได้มีการดัดแปลงมาจากแบบสอบถามเกี่ยวกับภาวะผู้นำองค์กรนี้อย่างยั่งยืนภายใต้ลิขสิทธิ์ของ รุ่ง เบอร์กัส ไตเนอร์ 2010)

ส่วนที่ 1 ข้อมูลบุคคลทั่วไป- กรุณาอ่านแต่ละข้อความและโปรดทำเครื่องหมาย (✓) ในช่องที่ตรงกับคำตอบของท่านมากที่สุด

1	คุณระบุเพศของท่าน	ชาย <input type="checkbox"/>	หญิง <input type="checkbox"/>				
2	อายุของท่านอยู่ในช่วงอายุใด (ปี)	ต่ำกว่า 25 <input type="checkbox"/>	25-34 <input type="checkbox"/>	35-44 <input type="checkbox"/>	45-54 <input type="checkbox"/>	55 ขึ้นไป <input type="checkbox"/>	
3	การศึกษาสูงสุดของท่านคือ	ต่ำกว่าอนุปริญญา <input type="checkbox"/>	อนุปริญญา <input type="checkbox"/>	ปริญญาตรี <input type="checkbox"/>	ปริญญาโท <input type="checkbox"/>	ปริญญาเอก <input type="checkbox"/>	
4	ท่านทำงานที่องค์กรนี้มานานเท่าไร (ปี)	ต่ำกว่า 6 <input type="checkbox"/>	6-10 <input type="checkbox"/>	11-15 <input type="checkbox"/>	16-20 <input type="checkbox"/>	20 ขึ้นไป <input type="checkbox"/>	
5	ท่านเป็นพนักงานในระดับใดขององค์กร (* <u>ผู้บริหารระดับสูง</u> หมายถึง ผู้นำองค์กร / เจ้าของกิจการ / ประธานกรรมการ / ผู้อำนวยการ / ซีอีโอ (CEO) / กรรมการบริหาร / กรรมการผู้จัดการ (เอ็มดี - MD) / ผู้จัดการทั่วไป (จีเอ็ม - GM))	<u>* ผู้บริหารระดับสูง</u> <input type="checkbox"/> กรุณาทำต่อส่วนที่ 2 และส่วนอื่นๆ	ผู้บริหารระดับกลาง <input type="checkbox"/> (ผู้จัดการแผนก/ผู้จัดการฝ่าย) กรุณาทำต่อส่วนที่ 3 และส่วนอื่นๆ	ผู้บริหารระดับต้น <input type="checkbox"/> (หัวหน้าแผนก/หัวหน้าทีมงาน) กรุณาทำต่อส่วนที่ 3 และส่วนอื่นๆ	พนักงานทั่วไป <input type="checkbox"/> กรุณาทำต่อส่วนที่ 3 และส่วนอื่นๆ		

ส่วนที่ 2 ข้อมูลองค์กรทั่วไป (สำหรับเจ้าของกิจการ/ ผู้นำองค์กรนี้/ ผู้บริหารองค์กรเท่านั้น)

กรุณาอ่านแต่ละข้อความและโปรดทำเครื่องหมาย (✓) ในช่องที่ตรงกับคำตอบของท่านมากที่สุด

1	องค์กรของท่านมีขนาดใด (ข้อมูลอ้างอิงจากสสว*)	ขนาดเล็ก <input type="checkbox"/> *มีพนักงานน้อยกว่า 50 คน; มูลค่าทรัพย์สินถาวรน้อยกว่า 50 ล้านบาท	ขนาดกลาง <input type="checkbox"/> *มีพนักงานน้อยกว่า 200 คน; มูลค่าทรัพย์สินถาวรน้อยกว่า 200 ล้านบาท			
2	องค์กรของท่านมีจำนวนพนักงานกี่คน	ต่ำกว่า 21 <input type="checkbox"/>	21-50 <input type="checkbox"/>	51-80 <input type="checkbox"/>	81-100 <input type="checkbox"/>	มากกว่า 100 <input type="checkbox"/>
3	องค์กรของท่านมีมูลค่าทรัพย์สินถาวรรวมเท่าใด (ทรัพย์สินถาวร หมายถึง ที่ดิน อาคาร รถยนต์ เครื่องจักร อุปกรณ์สำนักงาน เป็นต้น)	ต่ำกว่า 1 <input type="checkbox"/> ล้านบาท	1-50 <input type="checkbox"/> ล้านบาท	51-100 <input type="checkbox"/> ล้านบาท	100-150 <input type="checkbox"/> ล้านบาท	151-200 <input type="checkbox"/> ล้านบาท
4	องค์กรของท่านมีลักษณะการเป็นเจ้าของแบบใด	บริษัทสัญชาติ ไทย <input type="checkbox"/>	บริษัทต่างด้าว <input type="checkbox"/>	บริษัทข้าม ชาติ <input type="checkbox"/>		
5	องค์กรของท่านมีธุรกิจนำเข้า-ส่งออกหรือไม่	นำเข้า <input type="checkbox"/>	ส่งออก <input type="checkbox"/>	ทั้งคู่ <input type="checkbox"/>	ไม่มี <input type="checkbox"/>	
6	องค์กรของท่านมีอายุเท่าใด (ปี)	ต่ำกว่า 6 <input type="checkbox"/>	6-20 <input type="checkbox"/>	21-35 <input type="checkbox"/>	36-50 <input type="checkbox"/>	มากกว่า 50 <input type="checkbox"/>
7	ในปีที่ผ่านมา ผลประกอบการขององค์กรท่านอยู่ในช่วงรายได้ใด (ล้านบาท)	ต่ำกว่า 21 <input type="checkbox"/>	21-50 <input type="checkbox"/>	51-80 <input type="checkbox"/>	81-100 <input type="checkbox"/>	มากกว่า 100 <input type="checkbox"/>
8	ประเภทของธุรกิจหลักขององค์กรท่านคือ (ประเภทของธุรกิจนี้แบ่งตามหมวดธุรกิจที่อ้างอิงจากสสว)	อุตสาหกรรม ผลิต <input type="checkbox"/> อสังหาริมทรัพย์ <input type="checkbox"/>	ค้าส่ง-ปลีก <input type="checkbox"/> ก่อสร้าง <input type="checkbox"/>	โรงแรมและ ร้านอาหาร <input type="checkbox"/> (โปรดระบุ: _____)	บริการทาง การเงิน <input type="checkbox"/> อื่นๆ <input type="checkbox"/>	ขนส่ง, โกดัง สินค้า <input type="checkbox"/>

ส่วนที่ 3 ความคิดเห็นเกี่ยวกับภาวะผู้นำองค์กรนี้และการบริหารองค์กร

กรุณาอ่านแต่ละข้อความและโปรดทำเครื่องหมาย (✓) ในช่องที่ตรงกับคำตอบของท่านมากที่สุด

(1 = ไม่เห็นด้วยอย่างยิ่งถึง 5 = เห็นด้วยอย่างยิ่ง และ 6 = ไม่ทราบ)

	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วย อย่างยิ่ง	ไม่ทราบ
1 พนักงานทุกคนในองค์กรนี้ได้รับการฝึกอบรมและพัฒนาตนเองอย่างต่อเนื่อง	1	2	3	4	5	6
2 ในช่วงเวลาที่ธุรกิจประสบปัญหา งบประมาณสำหรับการฝึกอบรมและการพัฒนาบุคลากรจะเป็นสิ่งแรกที่จะถูกตัดลง	1	2	3	4	5	6
3 ตัวแทนพนักงานสามารถเข้าไปมีส่วนร่วมในการตัดสินใจเกี่ยวกับกลยุทธ์ที่สำคัญๆ ของบริษัท	1	2	3	4	5	6
4 เมื่อมีข้อพิพาทระหว่างผู้นำองค์กรนี้กับพนักงาน การเจรจาหรือตกลงกันมักจะเกิดขึ้นผ่านกระบวนการภายนอก เช่น ศาลแรงงาน	1	2	3	4	5	6
5 หากมีการเลิกจ้างพนักงานขึ้นภายในองค์กร ผู้นำองค์กรนี้มักสนับสนุนให้มีมาตรการต่างๆ เท่าที่ทำได้ เพื่อช่วยเหลือผู้ที่ถูกเลิกจ้าง	1	2	3	4	5	6
6 ผู้นำองค์กรนี้เลือกที่จะทำการปลดพนักงานเมื่อมีความจำเป็นเพื่อรักษาสถานะทางการเงินขององค์กรในระยะสั้น	1	2	3	4	5	6
7 องค์กรนี้มีนโยบายการสรรหาและวางแผนสืบทอดตำแหน่ง (Succession Planning) เพื่อให้พร้อมต่อการปฏิบัติงานในตำแหน่งสำคัญๆ ของหน่วยงาน	1	2	3	4	5	6
8 ตำแหน่งบริหารหลายตำแหน่งในองค์กรนี้มักจะถูกสรรหาจากบุคคลภายนอก	1	2	3	4	5	6
9 ผู้นำองค์กรนี้ปฏิบัติต่อพนักงานด้วยความเคารพ เห็นอกเห็นใจ และมีศีลธรรมจรรยา	1	2	3	4	5	6
10 ผู้นำองค์กรนี้ไม่ใส่ใจในวิถีชีวิตความเป็นอยู่ของผู้อื่น	1	2	3	4	5	6
11 การตัดสินใจเกี่ยวกับกลยุทธ์ที่สำคัญจะตัดสินใจโดยคณะผู้บริหารระดับสูง มิใช่โดยผู้บริหารตำแหน่งสูงสุดเพียงคนเดียว	1	2	3	4	5	6
12 ในองค์กรนี้ ผู้นำสูงสุดเพียงคนเดียวเป็นผู้แก้ไขปัญหาสถานการณ์ต่างๆ มิใช่คณะผู้บริหาร	1	2	3	4	5	6
13 เท่าที่ฉันเห็น องค์กรนี้ดำเนินงานอย่างมีจริยธรรม (ethics) สม่าเสมอ (จริยธรรม หมายถึง การประพฤติปฏิบัติอย่างถูกต้อง ซื่อสัตย์ และมีคุณธรรม)	1	2	3	4	5	6
14 องค์กรนี้มีแนวทางการดำเนินงานตามหลักจริยธรรม (ethics) ซึ่งพนักงานทุกคนสามารถประพฤติปฏิบัติตามได้ (จริยธรรม หมายถึง การประพฤติปฏิบัติอย่างถูกต้อง ซื่อสัตย์ และมีคุณธรรม)	1	2	3	4	5	6
15 สมาชิกทุกคนในองค์กรนี้เห็นพ้องต้องกันว่าเราต้องดำเนินกิจการอย่างมีจริยธรรม (ethics) เสมอไม่ว่าสถานการณ์จะยากเย็นเพียงใด (จริยธรรม หมายถึง การประพฤติปฏิบัติอย่างถูกต้อง ซื่อสัตย์ และมีคุณธรรม)	1	2	3	4	5	6
16 การตัดสินใจเรื่องต่างๆ ในองค์กรนี้จะคำนึงถึงผลลัพธ์ระยะยาวเป็นที่ตั้ง	1	2	3	4	5	6
17 โดยปกติผู้นำองค์กรนี้จะมุ่งเน้นการวางแผนและกลยุทธ์ระยะยาว เช่น การลงทุนเกี่ยวกับเทคโนโลยีในระยะยาว และ/หรือ การบริหารจัดการทรัพยากรต่างๆ ในระยะยาว	1	2	3	4	5	6
18 บุคลากรในองค์กรนี้คิดและทำงานเพื่อผลสำเร็จในระยะยาว	1	2	3	4	5	6
19 เมื่อจะมีการวางแผนเกี่ยวกับการเปลี่ยนแปลงครั้งใหญ่ในองค์กร ผู้ที่ได้รับผลกระทบสามารถมีส่วนร่วมในการพูดคุยและแสดงความคิดเห็นก่อนที่จะเกิดการเปลี่ยนแปลงนั้น	1	2	3	4	5	6
20 ผู้นำองค์กรนี้วางแผนการเปลี่ยนแปลงต่างๆ ในองค์กรอย่างรอบคอบ เพื่อให้แน่ใจว่าวิธีการทำงานและพฤติกรรมใหม่ๆ ต่างๆ ที่จะเกิดขึ้นนั้นเหมาะสมกับวัฒนธรรมในองค์กรที่เป็นอยู่ (วัฒนธรรมในองค์กร หมายถึง พฤติกรรมและประเพณีที่คนในองค์กรประพฤติปฏิบัติสืบต่อกันมา)	1	2	3	4	5	6
21 เมื่อมีความจำเป็นที่จะต้องมีการเปลี่ยนแปลงครั้งใหญ่ ผู้นำองค์กรนี้จัดการกับการเปลี่ยนแปลงด้วยความระมัดระวังเพื่อให้เกิดความเสียหายน้อยที่สุด	1	2	3	4	5	6
22 ผู้นำองค์กรนี้ตัดสินใจทางธุรกิจอย่างถูกต้องสำหรับองค์กร แม้ว่านักวิเคราะห์ทางการเงินหรือฝ่ายการเงินจะไม่เห็นด้วย	1	2	3	4	5	6
23 ผู้นำองค์กรนี้เชื่อว่าองค์กรจะต้องเติบโตขึ้นไม่ว่าจะต้องแลกมาด้วยอะไรก็ตาม	1	2	3	4	5	6

คำนิยามหลัก * หมายถึง เกณฑ์การตัดสินใจร่วมกันว่าสิ่งนั้นสำคัญกับองค์กร)		ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย โดยๆ	เห็นด้วย	เห็นด้วย อย่างยิ่ง	ไม่ทราบ	
24	การรักษาสิ่งแวดล้อมเป็นสิ่งที่ยังคงให้ความสำคัญ หรือเป็นคำนิยามหลัก * (core value) ขององค์กรที่มีอิทธิพลต่อพฤติกรรมของพนักงาน คู่ค้า/ ซัพพลายเออร์ (supplier) และ ลูกค้า	1	2	3	4	5	6
25	องค์กรนี้ปฏิบัติตามกฎหมายสิ่งแวดล้อม แต่ไม่ได้ปฏิบัติตามกว่าที่กฎหมายกำหนดไว้	1	2	3	4	5	6
26	ผู้นำองค์กรนี้ส่งเสริมให้พนักงานมีส่วนร่วมในกิจกรรมทางสังคมหรือกิจกรรมของชุมชนภายในเวลาทำงาน	1	2	3	4	5	6
27	สำหรับองค์กรนี้ การที่สร้างผลกำไรและอาชีพให้พนักงานถือว่าเพียงพอแล้วต่อการอุทิศเพื่อสังคม	1	2	3	4	5	6
28	นอกเหนือจากนักลงทุน ผู้นำองค์กรนี้ให้ความสำคัญกับความต้องการของกลุ่มคนกลุ่มอื่นๆด้วย เช่น พนักงาน ลูกค้า คู่ค้า/ ซัพพลายเออร์ (supplier) และ ผู้มีส่วนได้ส่วนเสียทางธุรกิจ (stakeholder)	1	2	3	4	5	6
29	ผู้นำองค์กรนี้ให้ความสำคัญและทำงานอย่างใกล้ชิดกับพนักงาน ลูกค้า คู่ค้า/ ซัพพลายเออร์ (supplier) และ ผู้มีส่วนได้ส่วนเสียทางธุรกิจ (stakeholder) คนอื่นๆ	1	2	3	4	5	6
30	องค์กรนี้เลือกคู่ค้า/ ซัพพลายเออร์ (supplier) จากราคามากกว่าความสัมพันธ์อันยาวนานที่มีกับบริษัท	1	2	3	4	5	6
31	ผู้นำองค์กรนี้มีวิสัยทัศน์ที่มากกว่าการทำผลกำไรให้ได้มากที่สุดเท่าที่จะทำได้	1	2	3	4	5	6
32	วิสัยทัศน์ขององค์กรนี้เป็นเสมือนสิ่งกระตุ้นและเป็นแนวทางในการทำงานของสมาชิกทุกคน	1	2	3	4	5	6
33	องค์กรนี้มีวิสัยทัศน์ที่ชัดเจนที่สมาชิกทุกคนรับทราบ ร่วมกันแบ่งปันและพร้อมที่จะทำงานเพื่อไปสู่วิสัยทัศน์นั้น	1	2	3	4	5	6
34	ฉันไม่แน่ใจว่าวิสัยทัศน์เพื่อนาคตขององค์กรนี้เป็นอย่างไร	1	2	3	4	5	6
35	องค์กรนี้สนับสนุนให้พนักงานที่ทนายหรือได้แจ้งการตัดสินใจต่างๆของผู้นำได้	1	2	3	4	5	6
36	เมื่อต้องตัดสินใจในเรื่องต่างๆ ผู้นำองค์กรนี้มักจะตัดสินใจโดยใช้มติจากเสียงส่วนใหญ่ (consensus)	1	2	3	4	5	6
37	พนักงานในองค์กรนี้มีอิสระสูงในการตัดสินใจว่าควรทำงานอย่างไร ตรงใดที่เขาสามารถทำงานได้ผลลัพธ์ตามที่องค์กรต้องการ	1	2	3	4	5	6
38	ผู้นำและผู้จัดการของเรา กำหนดวัตถุประสงค์ในการทำงาน รวมทั้งวิธีการทำงานอย่างละเอียด และคอยตรวจสอบความคืบหน้าในการทำงานอย่างใกล้ชิด	1	2	3	4	5	6
39	องค์กรนี้มีการทำงานร่วมกันเป็นทีมอย่างเข้มแข็ง	1	2	3	4	5	6
40	ทุกคนทำงานร่วมกันเป็นทีมได้อย่างดีในทุกระดับชั้นขององค์กร	1	2	3	4	5	6
41	ผู้นำองค์กรนี้ดูแลพนักงานราวกับว่าพนักงานเป็นทรัพยากรที่มีค่าที่สุดขององค์กร	1	2	3	4	5	6
42	แนวทางในการทำงานร่วมกันในองค์กรนี้สามารถผูกมัดจิตใจของพนักงานทุกคนไว้ด้วยกัน	1	2	3	4	5	6
43	องค์กรนี้ชอบให้พนักงานพบปะกันพูดคุยกันอย่างไม่เป็นทางการระหว่างเวลาทำงาน เพื่อเปิดโอกาสให้แลกเปลี่ยนข้อมูลหรือความคิดเห็นต่างๆในการทำงาน	1	2	3	4	5	6
44	องค์กรนี้เปิดโอกาสให้มีการแบ่งปันข้อมูลและความคิดเห็นต่างๆทั้งในแบบที่เป็นทางการและไม่เป็นทางการ	1	2	3	4	5	6
45	ในองค์กรนี้เราสามารถไว้วางใจว่าสมาชิกทุกคนจะรักษาคำพูด	1	2	3	4	5	6
46	สมาชิกทุกคนในองค์กรนี้ปฏิบัติตัวต่อกันด้วยความเข้าใจว่าเราจะดูแลซึ่งกันและกันให้ดีที่สุด	1	2	3	4	5	6
47	สมาชิกทุกคนในองค์กรนี้สามารถทำงานอย่างมีความคิดริเริ่มสร้างสรรค์หรือสร้างนวัตกรรมใหม่ๆได้ แม้ว่าพวกเขาจะไม่ได้ถูกจ้างมาทำงานในส่วนที่เกี่ยวข้องกับฝ่ายงานวิจัยและพัฒนา	1	2	3	4	5	6
48	องค์กรนี้มีระบบที่คอยส่งเสริม ประเมิน ติดตามผลและให้รางวัลกับนวัตกรรมความคิดสร้างสรรค์	1	2	3	4	5	6
49	ผู้นำองค์กรนี้ยอมรับได้ว่านวัตกรรมใหม่ๆมีความเสี่ยงที่จะเกิดความผิดพลาดและล้มเหลว	1	2	3	4	5	6
50	ฉันภูมิใจที่จะบอกคนอื่น ๆ ว่าฉันทำงานให้กับองค์กรนี้	1	2	3	4	5	6
51	สมาชิกทุกคนในองค์กรตั้งใจทำงานอย่างดีที่สุดเพื่อองค์กรนี้เพราะว่าองค์กรให้การดูแลทุกคนอย่างดีเยี่ยม	1	2	3	4	5	6
52	การจัดหา/ผลิตสินค้าและบริการที่มีคุณภาพที่ดีที่สุดเป็นสิ่งที่ยังคงภูมิใจ	1	2	3	4	5	6
53	การพัฒนาคุณภาพให้สูงขึ้นเป็นการเพิ่มขีดความสามารถในการผลิตสินค้าและบริการเพื่อผลกำไรที่มากขึ้น	1	2	3	4	5	6

ส่วนที่ 4 ผลสำเร็จขององค์กรที่รับรู้ได้

กรุณาอ่านแต่ละข้อความและโปรดทำเครื่องหมาย (✓) ในช่องที่ตรงกับคำตอบของท่านมากที่สุด
(1 = แย่มาก ถึง 5 = ดีกว่ามาก; และ 6 = ไม่ทราบ)

	แย่มาก	แย่กว่า	เหมือนนั้น	ดีกว่า	ดีกว่ามาก	ไม่ทราบ
1 ท่านจะเปรียบเทียบตราสัญลักษณ์ (แบรนด์) บริษัทของท่านกับบริษัทคู่แข่งอย่างไร	1	2	3	4	5	6
2 ท่านจะเปรียบเทียบระดับความพึงพอใจของลูกค้าต่อบริษัทของท่านกับบริษัทคู่แข่งอย่างไร	1	2	3	4	5	6
3 ท่านจะเปรียบเทียบความสามารถในการทำอะไรของบริษัทของท่านกับบริษัทคู่แข่งอย่างไร	1	2	3	4	5	6
4 ท่านจะเปรียบเทียบระดับความพึงพอใจของผู้ลงทุนในบริษัทของท่านกับบริษัทคู่แข่งอย่างไร	1	2	3	4	5	6
5 ท่านจะเปรียบเทียบระดับความพึงพอใจของลูกค้า/ ซัพพลายเออร์ (supplier) ต่อบริษัทของท่านกับบริษัทคู่แข่งอย่างไร	1	2	3	4	5	6

ส่วนที่ 5 ผลสำเร็จขององค์กรในอดีต

กรุณาอ่านแต่ละข้อความและโปรดทำเครื่องหมาย (✓) ในช่องที่ตรงกับคำตอบของท่านมากที่สุด
(1 = ไม่เห็นด้วยอย่างยิ่งถึง 5 = เห็นด้วยอย่างยิ่ง และ 6 = ไม่ทราบ)

	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วยอย่างยิ่ง	ไม่ทราบ
1 ในช่วง 3 ปีที่ผ่านมา กำไรสุทธิของบริษัทท่านได้เพิ่มมากขึ้น	1	2	3	4	5	6
2 ในช่วง 3 ปีที่ผ่านมา ยอดขายของบริษัทท่านได้เพิ่มมากขึ้น	1	2	3	4	5	6
3 ในช่วง 3 ปีที่ผ่านมา ต้นทุนของบริษัทท่านได้ลดลง	1	2	3	4	5	6

ส่วนที่ 6 ความพึงพอใจของพนักงาน

กรุณาอ่านแต่ละข้อความและโปรดทำเครื่องหมาย (✓) ในช่องที่ตรงกับคำตอบของท่านมากที่สุด
(1 = ไม่พึงพอใจอย่างยิ่งถึง 5 = พึงพอใจอย่างยิ่ง และ 6 = ไม่ทราบ)

		ไม่พึงพอใจ อย่างยิ่ง	ไม่พึงพอใจ เลย	พึงพอใจ อย่างยิ่ง	ไม่ทราบ		
1	โดยรวม ๆ ท่านมีความพึงพอใจกับบริษัท/องค์กรนี้มากน้อยเพียงใด	1	2	3	4	5	6

ท่านมีความคิดเห็นอย่างอื่นหรือไม่ (ถ้ามี โปรดระบุ)

ท่านสามารถขอรายงานผลสรุปของงานวิจัยนี้ได้ เพื่อความสะดวกของท่าน กรุณาระบุอีเมลล์ที่ท่านต้องการให้มีการจัดส่ง:

ขอบคุณสำหรับเวลาและความร่วมมือในการกรอกแบบสอบถามนี้