

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP  
ON FOLLOWERS' PERFORMANCE OUTCOMES: THE CASE  
OF THAI CHAMBER OF COMMERCE**



**Arrada Mahamitra**

**A Dissertation Submitted in Partial  
Fulfillment of the Requirements for the Degree of  
Doctor of Philosophy (Development Administration)  
School of Public Administration  
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## ABSTRACT

<b>Title of Dissertation</b>	THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON FOLLOWERS' PERFORMANCE OUTCOMES: THE CASE OF THAI CHAMBER OF COMMERCE
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<b>Degree</b>	Doctor of Philosophy (Development Administration)
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The aim of this research was to examine the influence of transformational leadership and the followers' performance outcomes of the Thai Chamber of Commerce using the moderating variables of political skill, innovative work behavior, and creative work environment. The question remains unanswered as to how the leaders of non-governmental agencies such as the Thai Chamber of Commerce perform in the challenging economic world. The study used empirical research in order to ascertain the important characteristics of transformational leadership in order to seek answers to the questions regarding the theoretical and practical implications of leadership and in order to develop leaders in the context of today's challenging business environment. The research methodology was exploratory sequential mixed methods. In a sample of 203 committee members from 62 provinces in a wide variety of industries, the research focused on the findings of the 4I characteristics of transformational leadership regarding followers' performance outcomes. Idealized influence, intellectual stimulation, and individual consideration were seen to be positively related to business network. Further idealized Influence and Intellectual Stimulation were positively related to social network ties, and idealized influence, intellectual stimulation, and individual consideration were positively related to efficacy. The findings regarding the moderating hypotheses were that political skill was positively related to intellectual and social network ties; innovative work behavior was positively related to intellectual and social network ties as well as positively related to intellectual and efficacy; and creative working environment was positively related to intellectual stimulation and social network ties. However, inspirational motivation was not positively related to followers' performance outcomes. The theoretical and managerial implications for leadership theory and practices are

discussed.

Keywords: transformational leadership, business network, social network ties, efficacy, political skill, innovative work behavior, creative work environment



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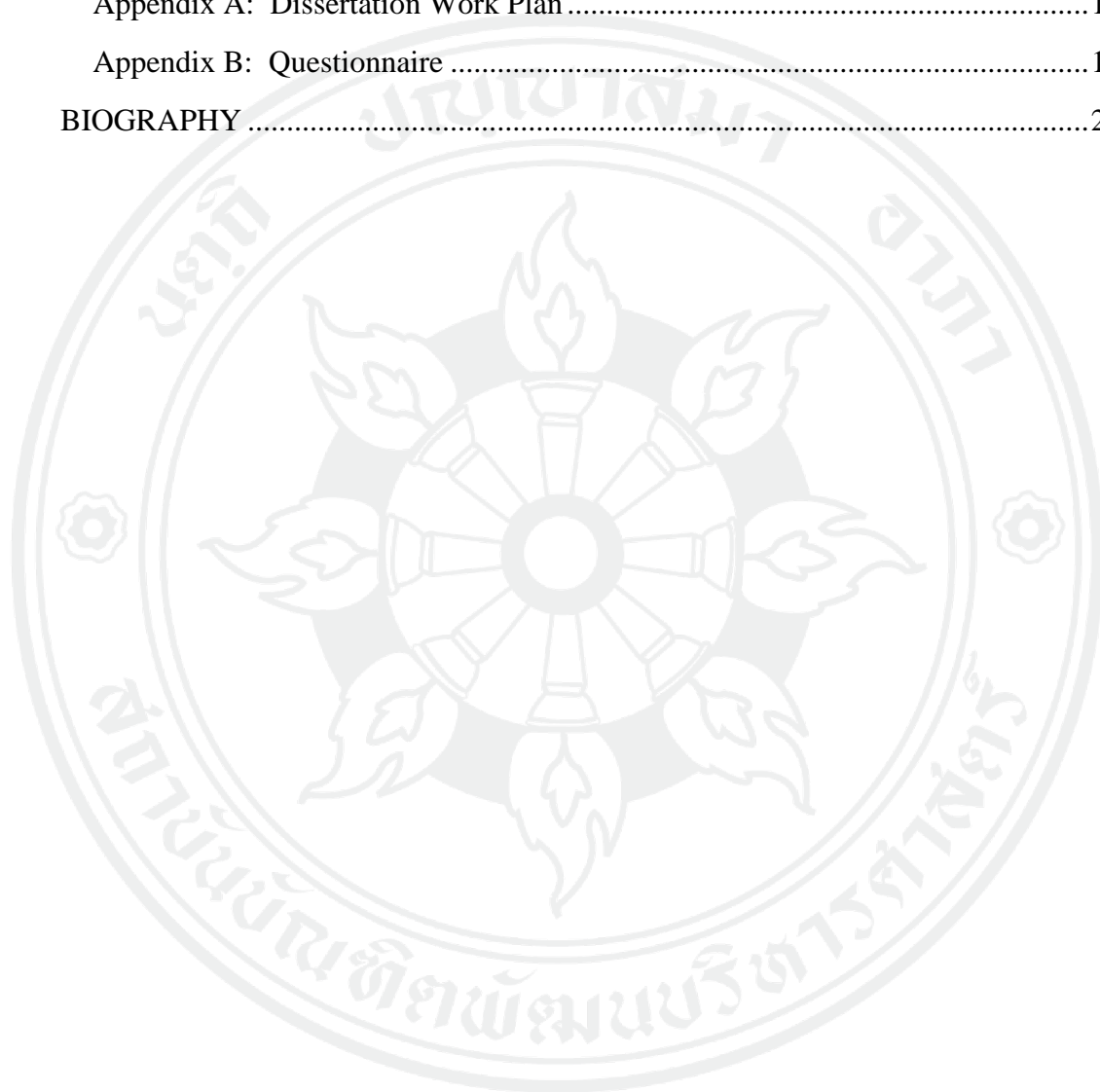
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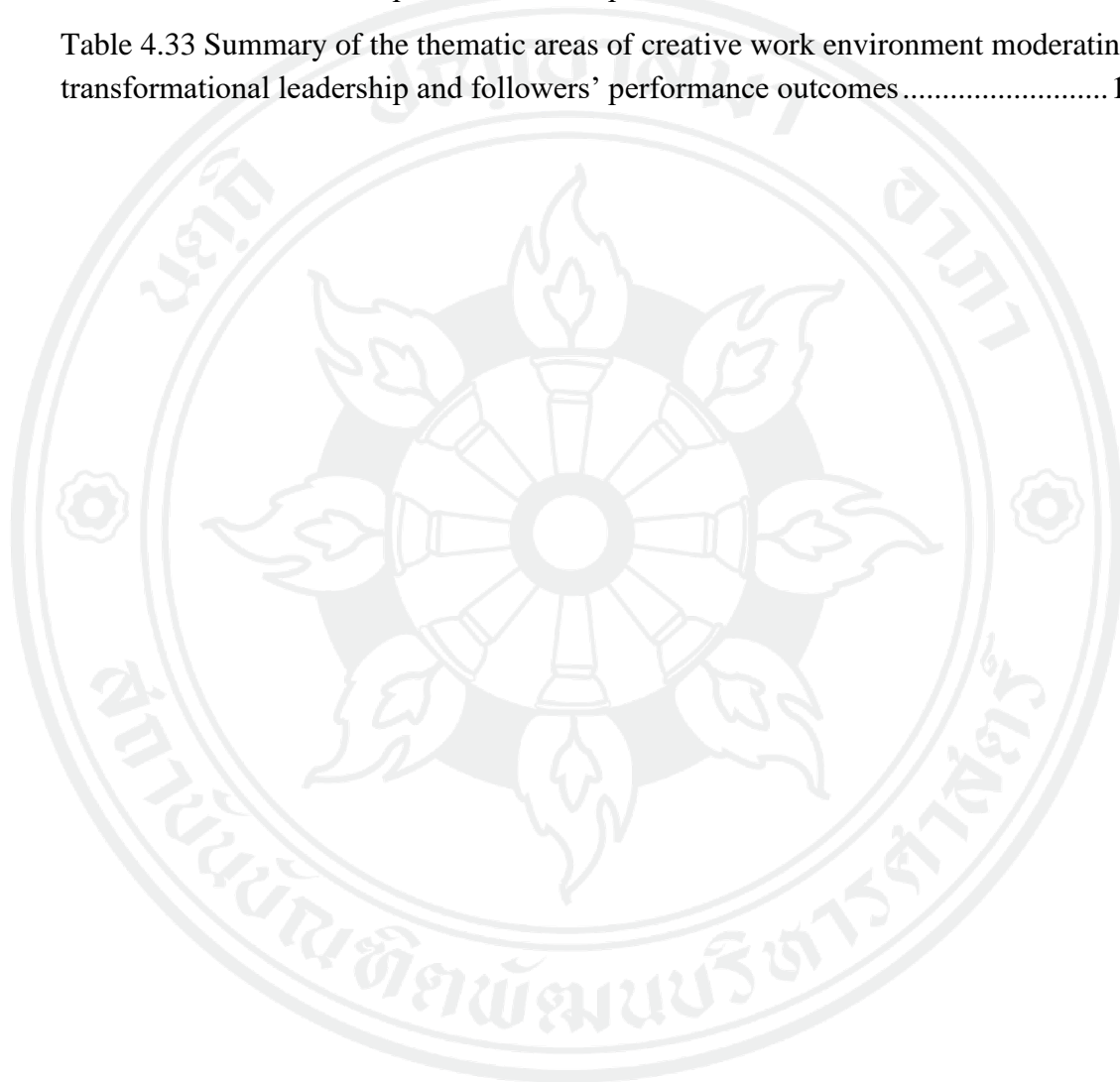


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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

In the current competitive environment, organizations attempt to be successful, and one of the critical variables in determining the success or failure of an organization is “leadership” (Appelbaum, St-Pierre, & Glavas, 1998). However, the nature of leadership and followership has dramatically changed. In the book “The End of Leadership” by Barbara Kellerman, she has issued a caution about the future of leadership. Kellerman (2012) stated that “there is a well-noted and alarming trend reported throughout the world-- a desperate shortage of good leaders and talented professionals” (Kellerman, 2012). Additionally, the need for new leaders is crucial; new leaders are needed in communities everywhere (Wheatley, 2002).

According to an IBM CEO study, leaders operate in the world that is increasingly volatile, uncertain, and complex; most change efforts fail. Even if they succeed, incremental changes are no longer sufficient. We need transformation, a metamorphosis, different ways of leading, and new systems for developing our human capacity to influence the challenge we face. The three traits critical to a CEO’s personal success are customer obsession, inspirational leadership, and leadership teaming (IBM, 2012). Moreover, IBM reported that “reinventing the new organizational DNA is openness, diversity of thoughts, nurture ecosystem to create value and innovations, turning workforce into market intelligence network, sense and response, and empower employees to get on their own ideas” (IBM, 2012).

Thus, the organization is needed to change the environment and employees to be innovative. With the world changes, the theories and practices in the field of human resources management, and leadership are called on for being updated. Contemporary research has emphasized leadership, but research has not yet developed in area of organizational transformation.

The theories of leadership related to innovative behavior such as “transformational leadership” have not examined the characteristics of non-governmental institutions, and have not examined the relationship with followers’ performance outcomes. Research on leadership is needed in order to obtain a comprehensive understanding of how transformational leadership influences followers’ performance outcomes in the form of non-governmental institutions (Bass, 1999). The study of transformational leadership in the context of the chamber of commerce committee’s leadership is relatively new. The form of the non-governmental institution in this research is the business community/network organization. The research selected the Thai Chamber of Commerce as a case study.

Chambers of commerce are as diverse in name as the business community/network; they represent networks of manufacturers, entrepreneurs, and businesspeople (International Chamber of Commerce). Chambers of commerce represent “a wide cross-section of interests and methods, their common goal remains to support business enterprises and are important type of multi-sectoral business organizations in the world” (The Joint Standing Committee on Commerce).

In Thailand, the three keys of the business community/network representing the country’s principal business organizations are the Thai Chamber of Commerce, the Federation of Thai Industries, and Thai Bankers’ Association (Thai Chamber of Commerce, 2018). The Thai Chamber of Commerce is a proactive, non-government body representing more than 100,000 Thai business members of every size with business interests in every province of Thailand (Thai Chamber of Commerce, 2018).

Every organization, community, and city want to survive and thrive in a better future. Transformational leadership is applied to address the challenges and how it can apply to the individual. The theory of transformational leadership has been conceived as an agent of change, and transformational leaders are able to obtain performance beyond expectations by setting challenging goals to motivate themselves and other members in the group for higher levels of performance (Avolio & Bass, 2004; Avolio, Bass, Jung & Berson, 2003; Northouse, 2004). Past studies have found that leaders that exhibit a transformational style were more effective and had better performance, and these findings have been validated across hierarchical levels as well

as in public and private settings (Bakar & Mahmood, 2014; Lowe, Kroeck, & Sivasubramaniam, 1996).

The leadership trainings of the Provincial Chair and Young President of the Thai Chamber of Commerce have focused on building future leaders that know how to manage themselves and to manage economic, social, and political challenges and opportunities (Thai Chamber of Commerce, 2018). From interviewing key informants of the Thai Chamber of Commerce, it was ascertained that the leaders would like to learn how to transform themselves to the next level and to transform members, chapters, and organization for the future; those leadership trainings were seen to develop transformational leaders.

The objective of this dissertation is to concentrate on “the influence of transformational leadership on followers’ performance outcomes in a non-governmental institution, namely the Thai Chamber of Commerce, with the moderating variables of innovative work behavior, political skill, and a creative work environment. The value of developing this research would assist members of the Thai Chamber of Commerce as individuals, the Committee of the Thai Chamber of Commerce as a group, and the Thai Chamber of Commerce Chapters in every province as organizations. Additionally, the whole body of the Thai Chamber of Commerce organization as a representation of the private sector of the country will receive value from the research results as a guideline for developing transformational leaders. Further, the results of the research could be a reference for developing leadership and human resource development programs within the organization. Finally, it can be a model for managing human resources for current and future organizations.

## **1.2 Background of the Study**

Consideration of transformational leadership has been previously addressed in the research and has focused on the role of leaders in determining the leader’s effectiveness and performance, and has focused on medium to large organizations. The researches have not been empirically investigated regarding non-governmental

institution however, such as the Thai Chamber of Commerce, which is a representative body of the private sector of the country.

The followers' performance outcomes of the public and private organizations are the employee's job performance (Manzoor et al., 2019), job satisfaction (Choi, Goh, Adam & Tan, 2016), and team performance (Zhang, Cao, & Tjosvold, 2011). However, the followers' performance outcomes of the Thai Chamber of Commerce are different from private and public organizations. According to the interview results, the followers' performance outcomes of the Thai Chamber of Commerce are in the form of business networks, social network ties, and efficacy.

The objectives of the Thai Chamber of Commerce are to assist members in the undertaking of enterprises in trade, industry, and economy, including help in working out solutions to problems confronting undertakings for common benefits, and people in the organization also cooperate in finding solutions for driving businesses and the economy (Thai Chamber of Commerce, 2018).

Personal transformation also supports people in acting according to their deepest values, so leadership tasks are frequently valued when persons help each other to become more aware, freer, and more willing to act from their own values and supporting organizational, institutional, and community changes (Hannum, Martineau, & Reinelt, 2007). Thus, the importance of transformation leadership and the followers' performance outcome relationship of the Thai Chamber of Commerce is the personal connection.

A. Bandura (1997) emphasizes "efficacy" in leadership and development. Self-efficacy is conceptualized as "belief in one's capabilities to organize and execute the course of action required to produce given attainments" (Bandura, 1982). The leader's self-efficacy is "a leader's judgements of their capabilities to organize and execute courses of action required to attain designated types of leadership outcomes" (Bandura, 1982). The meaning of efficacy is that "efficacy is about level of confidence in the knowledge, skills, and abilities one holds associated with social roles" (Bandura, 1997). For example, business efficacy is expected to improve in the members of the Thai Chamber of Commerce. Thus, another dependent variable of this research is efficacy.

Not only is transformational leadership related to the business network, social network ties, and efficacy, but the moderating variables also are considered in this research. Considering past studies, the variables that are important to the Thai Chamber of Commerce are political skills, innovative work behavior, and a creative work environment.

The Thai Chamber of Commerce is a pattern of business participation which significantly influences political and government policy (Laothamatas, 1988). The major themes of chamber-government contact have been business voices on better infrastructure, an improved investment climate in the provinces, and economic issues that affect local areas and the country (Christensen, 1993). In meetings address regional problems and that involve many stakeholders, the leaders with political skill need to show their vision, give speeches, and keep their counterparts' interests balanced (Christensen, 1993).

When the leaders of an organization face a crisis or an opportunistic situation, the charismatic performance of the leaders could occur, and leaders would attempt to create and manage the situation, which would lead to the acceptance of high self-esteem individuals (Kim et al., 2013). It would show the "leaders' political skill, performance and charisma which connected to the perceptions of integrity" (Kim et al., 2013). Thus, political skill was selected as a moderating variable.

Additionally, innovative work behavior is increasingly important for organizational effectiveness and survival (Oldham & Cummings, 1996; Scott, 1994). Theories of transformational leadership have emphasized innovative stimulation and quality improvement as a core leadership function (Bass, 1985; Conger, 1999; Tichy, 1984), together with recognizing the inherent value and benefit in accelerating individual creativity (Puccio, Mance, & Murdock, 2011). Through developing behavior, it is important to create a work climate that supports people in the organization to build their creativity, encourages followers to practice their own solutions to problems, explores complex challenges by reframing their problems, and questions the decisions and practices in each case (Puccio et al., 2011). Thus, innovative work behavior was selected as a moderating variable.

Considering another moderating variable, "creativity is positioned as a core leadership competency, and the transformational leadership behaviors closely match

the fundamentals of innovation and creativity at the workplace” (Puccio et al., 2011). Even though there are theories and practices that discuss the topic of “transformational leadership,” there has not yet been developed a comprehensive understanding of the relationships of transformational leadership and efficacy, networks, and social ties. Thus, this research analyzes the relationship between transformational leadership and followers’ performance outcomes, together with the emergence of political skills, innovative work behavior, and a creative work environment as moderating variables.

### **1.3 Significance of the Study**

The Thai Chamber of Commerce is the representative body of the private sector of Thailand (Thai Chamber of Commerce, 2018). The manner in which the Thai Chamber of Commerce committees perceive their leadership style and behaviors greatly influences their psychological state and attitude toward their positions in the organizations (Thai Chamber of Commerce, 2018).

The roles of Thai Chamber of Commerce Committees, especially in the provincial chapter, are to lead and inspire all chapter members to actively make the chapter’s experiences even better, to represent the chapters on the stage of public activities and regional boards, and also to meet the visions/missions of the organization, which aims at building Thailand’s potentials for international trade and investment to compete in global markets in a sustainable manner (Thai Chamber of Commerce, 2018).

As such, it is important to study and identify, through empirical research, transformational leadership behaviors as they relate to the sense of self-efficacy (Bandura, 1997), business networks (Mahmood, Zhu, & Zajac, 2011), and social network ties (Granovetter, 2005). The Thai Chamber of Commerce is a form of a business community/network (Thai Chamber of Commerce, 2018); the leadership of the executive committees uses different leadership behaviors in the work settings. The organization does not belong to any single individual, but belongs to everyone in the community (Thai Chamber of Commerce, 2018). Thus, it would be challenging to

investigate transformational leadership behavior and to explore the distinctive model of leadership of this organization.

More than that, the challenge is not only inside the organization but also outside the organization. The Thai Chamber of Commerce as one of the three keys of the business communities/networks in Thailand represents the country's principal business organizations (Thai Chamber of Commerce, 2018). A case study of the Thai Chamber of Commerce would be a model of transformational leadership development and have practical implications for non-governmental organizations.

The Thai Chamber of Commerce has developed transforming leaders that are the new generation of the organization, the so-called "Young Entrepreneurs of Chamber of Commerce" to be change agents of the organization to create the future of the country (Thai Chamber of Commerce, 2018). The transformation leaders are needed to drive the organization to meet the organization's missions.

The findings of this study highlight the impact of transformational leadership on followers' performance outcomes with the moderating variables of political skills, innovative work behavior, and a creative work environment to drive business networks in the today's challenging business environment. The findings will be useful in assisting executive committees in developing and implementing leadership practices that are conducive to increasing the likelihood of committees staying in the organizations. The leaders will understand how to manage change in ways that strengthen the teams and stakeholders around them.

#### **1.4 Objectives of the Study**

To concentrate on the influence of transformational leadership and followers' performance outcomes in a non-government organization, namely the Thai Chamber of Commerce, the objectives of the research are as follows:

- 1) To analyze the relationship between transformational leadership and the followers' performance outcomes (efficacy, business network, and social network ties), with political skills, innovative work behavior, and a creative work environment as moderating variables

- 2) To investigate the hierarchical structuring (two levels) of the influence of transformational leadership in relation to followers' performance outcomes, comprised of efficacy, business networks, and social network ties, as well as the interactions among the factors of transformational leadership that lead to followers' performance outcomes
- 3) To recommend a human development program and processes of leadership development for the organization (non-governmental organization) to improve its transformational leadership to lead its followers to positive performance outcomes

### **1.5 Scope of the Study**

- 1) The relationship between transformational leadership and followers' performance outcomes is the focal point of the study. The scope of this study concerns examining the bivariate relationships among the variables and how the properties of transformational leadership increase followers' performance outcomes and which of the moderating variables, political skill, innovative work behavior, and a creative work environment, have a strong relationship with the model.
- 2) The frame of the sample respondents contains lists of the Committees of the Thai Chamber of Commerce, the Provincial Chapter Chairs of the Thai Chamber of Commerce, the Provincial Chapter Committees, sub-committees, advisors of the Thai Chamber of Commerce, and the Young Entrepreneurs of Chamber of Commerce Committees, which is a consortium of the Thai Chamber of Commerce. The Thai Chamber of Commerce has seventy-seven provincial chapters, and there are more than 2,000 committee members in the organization.

### **1.6 Contributions of the Study**

The contributions of this research are at the theoretical and practical level.

### **1.6.1 Theoretical Contributions**

At the theoretical level, there is growing evidence that previous studies on “transformational leadership” lead to the organization effectiveness. There have been analyses of the interactions among the characteristics of transformational leadership in facilitating followers’ performance outcomes. Although many researches have investigated the relationship of “transformational leadership characteristics” with “organizational performance outcomes,” they have not been studied with the moderating variables of political skill, innovative work behavior, and creative work environments.

Therefore, the study of the influence of transformational leadership on followers’ performance outcomes, a case of the Thai Chamber of Commerce, will contribute to the enhancement of the understanding of transformational leadership in the form of being a leader in a non-governmental agency. The research findings will also serve as a frame of reference that will contribute to the body of knowledge for analyzing and identifying the interrelationships among business networks, social network ties, and the efficacy and characteristics of transformational leadership.

### **1.6.2 Practical Contributions**

At the practical level, this study proposes a conceptual framework to analyze the relationships among transformational leadership and the followers’ performance outcomes by using the case of a non-government agency, namely, the Thai Chamber of Commerce, which can be applied to other organizations, such as the Thai Federation of Industry, The Thai Bankers’ Association, and the International Chamber of Commerce. The findings of the 4I transformational leadership characteristics—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994) -- will provide a conceptualization of non-governmental leadership styles regarding how to create vision, develop group goals, provide individual support, build a productive organizational culture, and build a structure for collaboration.

When leaders in the organization have greater knowledge and awareness of “transformational leadership,” their leadership skills and abilities are developed. The results of the research will support the organization’s management, attributes, and

behaviors towards the management approach and benefits for managing performance management and developing the training programs for the organization as a practical guidance.

## 1.7 Research Questions

This study of the influence of transformational leadership on followers' performance outcomes in the Thai Chamber of Commerce is concerned with a number of questions. First, does transformational leadership influence followers' performance outcomes? Then, which factors of transformational leadership are the best predictors of the followers' performance outcomes? Are there any variables of the followers' performance outcomes that do not have a relationship with transformational leadership? Does innovative work behavior, political skills, and a creative work environment play the role of a moderating condition in the relationship between transformational leadership and followers' performance outcomes? Which moderating variables have the highest/lowest effect with the relationship between transformational leadership and followers' performance outcomes? Finally, what would be the recommendations for the organization in managing personal transformation and developing leaders?

## 1.8 Definition of Terms

The following definitions are provided to ensure a common understanding of these terms and their use throughout the study.

*Transformational leadership* refers to a style of leadership that “involve[s] inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing followers' leadership capacity via coaching, mentoring, and provision of both challenge and support” (Bass & Riggio, 2006).

*Transactional leadership* refers to “a style is characterized by offering rewards for productivity and denying rewards for a lack of productivity, while the transformational leadership style aims to stimulate and inspire followers to reach

beyond what they thought possible and motivate extraordinary results” (Bass & Avolio, 1994)

*Charismatic leadership* defined by House (1977) as “the charismatic leaders has such as dominance, self-security, a need to influence others, and a strong conviction in the moral integrity of his/her belief. They act as a strong role model which their characteristics includes the components of idealized influence, inspirational leadership and intellectual stimulation of transformational leadership” (House, 1977; Winkler, 2011).

*Value-based leadership* was defined by House (1996) as “a relationship between an individual (leader) and one or more followers based on shared strongly internalized ideological values espoused by the leader and strong follower identification with these value” (Winkler, 2011).

*Servant leadership* as Robert K. Greenleaf defined “it in 1970 is a leadership philosophy in which the main goal of leader is to serve. Servant leadership inverts the norm, which puts the customer service associates as a main priority. Instead of the people working to serve the leader, the leader exists to serve the people” (Russell & Stone, 2002).

*Creative leadership* is a leadership philosophy and act which develops innovative ideas by stimulating followers to be creative and innovative, and to challenge their own belief and values of the leader and the organization. This type of leadership supports followers to try new approaches and develop innovative ways of dealing with organizational issues” (Puccio et al., 2011).

*Efficacy* is about the level of confidence in the knowledge, skills, and abilities one holds associated with social roles” (Bandura, 1997).

*Self-efficacy* refers to “people’s judgments of their capabilities to organize and execute courses of action required to attain designed types of performances” (Bandura, 1982).

A *business network* is defined as “a common type of multi-business organization in developing economies, frequently dominating a substantial fraction of a country’s productive assets and influencing their countries to upgrade their capabilities” (Kock & Guillen, 2001; Mahmood et al., 2011).

*Social Network Ties* are individuals with relations building bridges between social groups where it is valuable to do for example exchange information, reward/punishment, trust, and economic/ non-economic actions between people (Burt, 1997).

*Political skill* is defined by Ahearn, Poertiner, and Ferris (2004) as “the ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one’s personal and/or organizational objectives” (Ahearn et al., 2004).

*Innovative work behavior* is defined as “an individual’s behavior that aims to achieve the initiation and intentional introduction (within a work role, group or organization) of new and useful ideas, processes, products or procedures” (Farr & Ford, 1990).

A *creative working environment* is defined by Amabile, Conti, Heather, Lazenby, and Herron (1996) as follows: “work environment perceptions can influence the level of creative behavior displayed in the generation and early development of new products and processes, and creative ideas from individuals and teams within organizations sow the seeds of successful innovation” (Amabile et al., 1996).

## **1.9 Organization of the Study**

The conceptual framework of this dissertation draws on the resource perspectives from the committees of the Thai Chamber of Commerce and other non-governmental institutions that lead to developing research on “transformational leadership” in order to investigate the relationships and to discover the organizational development models. The study is organized as follows:

Chapter 1 introduces the topic with its background, significance, and statement of the problem, the objectives of the study, the scope of the study, the contributions of the study, the research questions, definitions of terms, and the organization of the study.

Chapter 2 provides brief details of leadership theories and the background and then contains a review of the related literature and research related to transformational leadership, the factors of the followers’ performance outcomes, and the moderating

roles of political skill, innovative work behavior, and a creative work environment, which are introduced as grounded theories for investigating the relationships among the variables. The logical relationships among the variables are explained. A conceptual model for analysis is proposed together with the derived hypotheses, research variables, and structural equations.

Chapter 3 includes the methodology and procedures that were used to gather data for the study. This chapter describes the research design, the research instrument, the target population and unit of analysis, the data collection procedures, the methods of the data analysis, and the scale construction of the variables and measurements, together with a reliability test. The findings that emerged from this study are contained in the next chapter.

Chapter 4 deals with the findings. The collection and analysis of the data were tested according to 12 topics and 48 hypotheses, together with the findings of the empirical study, both the quantitative and qualitative study. This chapter also describes the descriptive statistics.

Chapter 5 includes a summary of the study and its findings, the conclusions drawn from the findings, insights into the implications of the study, and recommendations for further study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

The literature review provides the conceptual and historical development of leadership theories, transformational leadership, the factors of the followers' performance outcomes, and the moderating roles of political skill, innovative work behavior, and a creative work environment. Afterwards, an integrated model of transformational leadership is presented in the conceptual framework.

#### **2.1 Overview of the Leadership Theories**

The concept of transformational leadership developed over decades with the background of leadership theories evolving with organizational contexts as it is applied and studied in various organizations (Yukl, 2013). In order to understand the origin of transformational leadership, it is necessary to understand the background and the development of leadership theories, and to understand how organizations and societies form, it is worth studying the chronological order of leadership theories from their origin to the present.

For decades, philosophers, researchers, and professors have studied and published leadership theories and models. The main theories identified in the leadership studies are “the Great Man, trait, behavior, contingency, implicit leadership, leader-member exchange, servant, charismatic, transactional, transformational, distributed, authentic, and entrepreneurial leadership” (Harrison, 2017).

##### **2.1.1 Great Man Theory**

The Great Man theory was based on the fascination with the great men of history, such as Napoleon Bonaparte, Indira Gandhi, Martin Luther King, and others, which was mentioned in the nineteenth century and before, assuming that leaders are

born, not made (Harrison, 2017; Lussier & Achua, 2016). The “great man theory” focused on heroic individuals, where leadership was determined according to the innate abilities of persons of the male gender, as seen in its name, the great “man” theory; however, the theory presented a gender bias because of the exclusion of women in these studies (Denmark, 1993)

The Great Man theory presented “the innate qualities of special people [and] resulted in research into leadership that focused on the personality characteristics of the leader” (Wright, 1996). Researchers and scholars sought to determine the specific traits that made leaders different from followers (Bass,1990), which led to a list of leaders’ traits and trait theory (Harrison, 2017).

### **2.1.2 Trait Theories**

Trait theories were among the earliest approaches to leadership that predicted “whether a person would attain positions of leadership and be effective in these positions” (Yukl, 2013).

Between 1904 and 1947, one of the most influential studies on traits was carried out by Stogdill (Stogdill, 1974). He studied 124 traits and identified 8 traits that made a leader different from a non-leader as follows (Harrison, 2017):

- 1) Intelligence
- 2) Alertness to the needs of others
- 3) Insight
- 4) Initiative
- 5) Responsibility
- 6) Persistence in dealing with problems
- 7) Self-confidence
- 8) Sociability

Stogdill proposed that “the making of a successful leader was not determined by some particular traits as he mentioned, but the traits possessed must be relevant to the situation in which a leader finds him or herself” (Harrison, 2017). The results of Stogdill’s work led many scholars to re-examine their approach in the search for universal traits (Harrison, 2017).

Many scholars undertook further studies into traits. The book “Leadership in Organizations” by Yukl (2013) summarized and integrated the specific traits related to leadership effectiveness as follows:

- 1) High energy level and stress tolerance (Bass,1990)
- 2) Internal locus of control orientation (Rotter, 1966)
- 3) Emotional maturity (Bass,1990)
- 4) Personal Integrity (Cox & Cooper, 1989)
- 5) Socialized power motivation (McClelland, 1982)
- 6) Moderately high achievement orientation (Bass,1990)
- 7) Moderately high self-confidence (Bass,1990)
- 8) Moderately low need for affiliation (McClelland, 1975)

Additionally, Yukl (2013) identified the skills related to leadership effectiveness according to three factors: technical skills, interpersonal skills, and conceptual skills, as shown in table 2.1.

Table 2.1 Three-Factor of Skills and Effective Leadership

<b>1. Technical Skills</b>	include “knowledge about methods, processes, procedures and techniques for conducting a specialized activities, and the ability to use tools and equipment relevant to that activity” (Yukl, 2013)
<b>2. Interpersonal Skills</b>	include “knowledge about human behavior and group processes, ability to understand the feelings, attitudes, and motives of others, and ability to communicate clearly and persuasively. Interpersonal skills are essential for influencing people” (Yukl, 2013)
<b>3. Conceptual Skills</b>	involve “good judgement, foresight, intuition, creativity, and the ability to find meaning and order in ambiguous, uncertain event” (Yukl, 2013)

Source: Yukl G., Leadership in Organizations , 2013 Page 176

Yukl (2013) added that three other relevant competencies of effective leadership were: 1) emotional intelligence, 2) social intelligence, and 3) the ability to learn and adapt to change” (Yukl, 2013). He described the trait approach as follows: “it had important implications for improving managerial effectiveness, and it was essential for selecting people fill managerial positions, identifying trainings, and planning management development to promote person into higher-level jobs” (Yukl, 2013).

Although early leadership studies were based on the assumption that leaders are born, not made (Lussier & Achua, 2016), another one of the most influential writers, John W. Gardner (1990) who wrote the book “On Leadership,” believed that “leadership is not something people are born with, but something that is learned though a set of simple step.” Gardner gave the definition of Leadership as follows: “Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers” (Gardner, 1990).

Gardner (1990) categorized “the tasks performed by leaders into nine tasks: 1) envisioning goals, 2) affirming values, 3) motivating, 4) managing, 5) achieving a workable level of unity, 6) explaining, 7) serving as a symbol, 8) representing the group externally, and 9) renewing” (Gardner, 1990). The qualities and skills of a leader from nine tasks were developed in all team members and built the leader-follower relationship by emphasizing vision, values, and motivation; they had political skills, and finally they constituently renewed (Gardner, 1990).

However, the trait approach has re-emerged in the form of charismatic and transformational leadership (Harrison, 2017).

### **2.1.3 Behavioral Theories**

Lussier and Achua (2016) stated that most of the leadership research has changed—going from trait theory to focusing on what the leader actually does on the job (behavior). The focus of behavioral theory was on how leaders behave towards their subordinates in various contexts (Wright, 1996).

There have been four pivotal studies on the behavioral theory of leadership. It has been described as follows:

### 1. Three different styles of leadership by Kurt Lewin in 1939 (Lewin, 1997)

The first one was carried out in 1939 by Kurt Lewin and his associates, which identified three different styles of leadership, in particular decision-making (Lewin, 1997). The details of Kurt Lewin's leadership are shown in table 2.2.

Table 2.2 Three different styles of leadership by Kurt Lewin (Lewin, 1997)

<b>1. Autocratic Leaders</b>	Autocratic leaders seek to have the most authority in decision-making and provide the rest of the group with clear expectations regarding what needs to be done and how it should be done.
<b>2. Democratic Leaders</b>	Democratic leadership style is generally seen to be the most effective. Democratic leaders offer guidance to group members and participate in the group. Democratic leadership promotes sharing of responsibility and continual consultation. The leader delegates tasks to each member of the group and gives full control over them. Democratic leaders encourage others to get involved in leadership development.
<b>3. Laissez-Faire Leaders</b>	This style gives little or no guidance to group members, but allows them to make the decisions. This style can be effective in situations where group members are highly qualified or when the leader trusts them.

Source: Lewin K., Resolving social conflicts and field theory in social science, 1997

### 2. Theory X and Theory Y by Douglas McGregor in 1960 (McGregor, 1960)

Douglas McGregor formulated Theory X and Theory Y, which explained two opposing perceptions about people (McGregor, 1960): "Theory X assumed that workers disliked and avoided work, thus managers must use coercion, threats, and various control schemes to get workers to meet objectives; Theory Y assumed that individuals considered works as natural as play or rest and enjoy the satisfaction of esteem and self-actualization needs" (McGregor, 1960).

3. Four styles of management by Rensis Likert in 1984 (as an extension of the McGregor's Theory X and Theory Y) (Likert, 1984) Moreover, Rensis Likert articulated four styles of management as an extension of the McGregor's Theory X and Theory Y (Likert, 1984) as follows:

- 1) *Explorative-Authoritative*: The leader imposes decisions on subordinates and uses fear to achieve employee motivation.
- 2) *Benevolent-Authoritative*: The leader uses rewards to encourage productivity, but management is responsible for all decisions and there is no teamwork.
- 3) *Consultative-Democratic*: The leader listens to subordinates and incorporates some employees ideas, but most subordinates do not feel responsible for the organization's goals.
- 4) *Participative-Democratic*: The leader engages subordinates, solves problems with teamwork, and everyone feels responsible for achieving the organization's goals.

4. Blake and Mouton's Managerial Grid (Blake & Mouton, 1964; Deborah, Edward, & Cameron, 2019)

The fourth research was carried out at the Ohio and Michigan universities and laid the foundation for the model of leadership behavior known as Blake and Mouton's Managerial Grid (Blake & Mouton, 1964; Deborah et al., 2019) using two-dimensional axes of people-oriented concerns and production-oriented concerns that described leadership according to five leadership styles.

Blake and Mouton's Managerial Grid was a development of Douglas McGregor's study of Theory X and Theory Y (Blake & Mouton, 1964; Deborah et al., 2019). The two researchers were humanists, who wanted to represent the benefits of Theory Y management. Blake and Mouton's Managerial Grid was simplified to two axes and each was divided into nine levels in order to provide a 9\*9 grid, as shown in figure 2.1. They identified behavioral leadership according to five leadership styles: Authority-Compliance Management, Country Club Management, Impovished Management, Team Management, and Middle of the Road Management (Blake & Mouton, 1964; Deborah et al., 2019), as shown in figure 2.1.

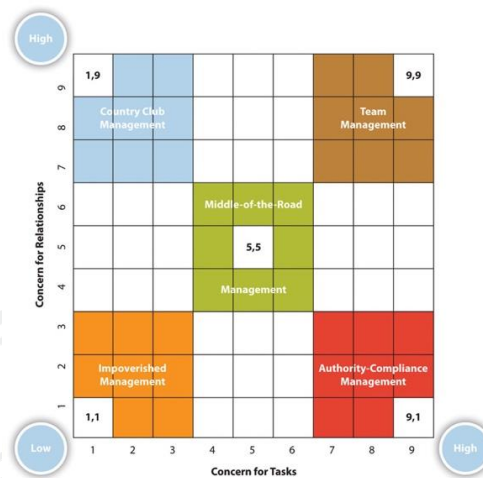


Figure 2.1 Blake and Mouton's Managerial Grid

Source: (TECHNOFUNC, 2013)

The Five Leadership Style of the Blake and Mouton's Managerial Grid was explained as follows (Blake & Mouton, 1964; Deborah et al., 2019):

- 1) *Authority-Compliance Management*: Efficiency operations result from arranging conditions of work in such a way that human elements interfere to a minimum degree.
- 2) *Country Club Management*: Attention to the needs of people for satisfying relationships leads to a comfortable friendly organization.
- 3) *Impoverished Management*: Exertion of minimum effort to get work done is appropriate for sustaining organization membership.
- 4) *Team Management*: Work accomplishment is from committed people; interdependence through a common stake in the organization leads to trust and respect.
- 5) *Middle of the Road Management*: Adequate organization performance is possible through balancing the necessity to get out work with maintaining the morale of people at a satisfactory level.

However, Stogdill (1974) criticized trait theory, saying that the "person and situation need to be included to explain the emergence of leadership" (Bass,1990).

Contingency theory was studied in order to find insights into leadership in different situations.

#### **2.1.4 Situational and Contingency Leadership**

According to Lussier and Achua (2016), “both the trait and behavior leadership theories were attempts to find the one best leadership style in all situations; however, there was no one best leadership style in all situations” (Lussier & Achua, 2016). Thus, the leadership paradigm shifted to situational/contingency theory.

The notion of situational leadership was initiated by Paul Hershey and Kenneth Blanchard in 1977, and they indicated that a leader’s actions depend on the situation and the followers (Hersey & Blanchard, 2012): “Situational leadership is based on an interplay among the amount of guidance and direction (task behavior) a leader gives, the amount of sociomotional support (relationship behavior) a leader provides, and the readiness level that followers exhibit in performing specific task, function or objective” (Hersey & Blanchard, 2012).

The leader’s behavior may be more or less effective depending on the readiness level of the person you are attempting to influence (Hersey & Blanchard, 2012). Hershey and Blanchard provided a model on “how to be effective by diagnosing the level of readiness, adapting by selecting high probability leadership styles, and communicating these style effectively to influence behavior” (Hersey & Blanchard, 2012).

Hershey and Blanchard provided the model on “how to be effective by 1) diagnosing the level of readiness, 2) adapting by selecting high probability leadership styles which are described into 4 styles: delegating, supporting, coaching and directing, and 3) communicating these style effectively to influence behavior” (Hersey & Blanchard, 2012).

Fiedler’s contingency model created in the mid-1960s by Fred Fiedler matched leadership styles to a situation (Fiedler & Chemers, 1974; Fiedler, 1964; Yukl, 2013).

Situational favorableness depends on three distinct factors (Yukl, 2013):

- 1) *Leader-Member Relations*: This is the level of loyalty and trust that your team has in the leader. A leader is more trusted within a group in a more

favorable situation than a leader that is not trusted. The leader has the support and loyalty of subordinates, and relations with subordinates are friendly and cooperative.

- 2) *Task Structure*: This refers to how well the leader performs in his or her tasks. The type of task you are doing: clear and structured, or vague and unstructured. Unstructured tasks, or tasks where the team and leader have little knowledge of how to achieve them, are viewed unfavorably.
- 3) *Leader Position Power*: This is the amount of power you have to direct the group, and to provide rewards or punishment. The more power you have, the favorable your situation. Fiedler identifies power as being either strong or weak.

House's path-goal model (House, 1971) was developed to explain how the behavior of a leader influences the satisfaction and performance of subordinates and the work environment to achieve a goal. It was described that goals would increase the employee's motivation and level of effort to complete his or her tasks (Yukl, 2013). The path-goal theory is "a process in which leaders select specific behaviors that are best suited to the employees' needs and the working environment so that they may best guide the employees through their path in the obtainment of their goals" (Northouse, 2013). The leader's behaviours are defined according to four behaviours as follows (Yukl, 2013):

- 1) *Supportive Leadership*: Giving consideration to the needs of subordinates, displaying concern for their welfare, and creating a friendly climate in the work unit
- 2) *Directive Leadership*: Letting subordinates know what they are expected to do, giving specific guidance, asking subordinates to follow rules and procedures, scheduling and coordinating the work
- 3) *Participative Leadership*: Consulting with subordinates and taking their opinions and suggestions into account
- 4) *Achievement-Oriented Leadership*: Setting challenging goals, seeking performance improvements, emphasizing excellence in performance, and showing confidence that subordinates will attain high standards (Yukl, 2013)

A recent extension of the path-goal theory (House, 1996) has added more leader behaviors in an attempt to incorporate key aspects of transformational and charismatic leadership (Yukl, 2013); however, the newer theories use different motivation concepts to explain how leaders influence followers.

### **2.1.5 Charismatic Leadership**

Conger (1999) Conger and Kanungo (1987) proposed the theory of charismatic leadership based on “the assumption that charisma is an attributional phenomenon” (Conger, 1999; Yukl, 2013). Charismatic and transformational leadership helps us “to understand how certain leaders foster performance beyond expected standards by developing an emotional attachment, respect and trust with followers and leaders” (Avolio & Yammarino, 2013).

House (1977) explained that charismatic leaders have such characteristics as dominance, self-security, a need to influence others, and a strong conviction in the moral integrity of their beliefs. They acted as a strong role model which their characteristics includes the components of idealized influence, inspirational leadership and intellectual stimulation of transformational leadership (House, 1977; Winkler, 2011).

Jung, Bass, and Sosik (1995) theorized that charismatic leadership was more natural and effective in collective cultures than in individualist cultures (Jung et al. (1995).

### **2.1.6 Transformational and Transactional Leadership**

Most of the current theories of transformational leadership were strongly influenced by James McGregor Burns (1978), who wrote a best-selling book on political leadership. Burns discussed the differences between transformational and transactional leadership (Yukl, 2013). In the organizational context, transformational leadership appeals to the moral values of followers, influencing ethical principles and mobilizing energy and resources to reform insitutions, while transactional leadership motivates followers by appealing to madal values (Yukl, 2013).

Transactional leadership involved exchanges in which both the leader and followers are bound by a reciprocal exchange (Yukl, 2013). Bass (1980) described

transactional leaders as leaders that worked with followers toward the desired outcomes by identifying the roles and tasks for the followers. Transactional leadership behaviors have been divided into three factors (Avolio & Bass, 1990):

- 1) *Contingency Rewards*: “Leader provides clarification on what needs accomplishing and exchanges rewards for services” (Avolio & Bass, 1990).
- 2) *Management-by-Exception Active*: “Leader keeps an eye on follower performance and implements correction when standards are not upheld” (Avolio & Bass, 1990).
- 3) *Management-by-Exception Passive*: “Leader occurs only when standards are not upheld” (Avolio & Bass, 1990).

Transformational leadership behaviors were described by Burns (1978) as the 4I's of transformational leadership: “1) Idealized Influence, 2) Inspirational Motivation, 3) Intellectual Stimulation, and 4) Individual Consideration” (Yukl, 2013).

Studies have shown that transformational leaders engage followers in such a way that “both the leader and followers raise one another to higher levels of motivation, and the follower reported exerting extra work efforts for transformational leaders and less effort where the leader was only transactional” (Avolio & Bass, 1990).

Studies suggest that “transformational leadership can bring about a remarkable change not only at the individual level but also at organizational level as it lays emphasis on success of needs, goals and principles” (Boehnke, Bontis, DiStefano, & DiStefano, 2003; Obiwuru, Okwu, Akpa, & Nwankwere, 2011). Transformational leadership is vital not only to enhance organizational efficiency but also to discover new business opportunities (Krishnan, 2005).

Transformational leader inspired the follower's own development and fostered the followers to be engaged in the moral development of others (Avolio & Bass, 1990), so the organization was engaged in a relationship of mutual stimulation and elevation that converted followers into leaders and produced highly-effective organizational results (Yukl, 2013).

### 2.1.7 Servant Leadership

Robert Greenleaf (1970) originated the term “servant leadership” (Greenleaf, 2002) and explained the servant-leader as follows: “The servant-leader is servant first. It begins with natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: do those served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or at least not be further deprived?” (Greenleaf, 2002).

The servant leadership represents an “ideal leadership form to which untold numbers of people and organizations aspire” (Greenleaf, 2002). In many business and not-for-profit organizations, the concept of leadership is away from the more traditional autocratic and hierarchical models of leader and toward servant leadership as a way of being in relationship with others (Greenleaf, 2002): “Servant leadership seeks to involve others in decision making, is strongly based in ethical and caring behavior, and enhances the growth of workers while improving the caring and quality of organization life” (Greenleaf, 2002).

Servant leaders can be represented according to ten characteristics (Greenleaf, 2002) as follows:

- 1) *Listening*: silencing the inner voice to listen to what is and is not said as well as regular use of “reflection”
- 2) *Empathy*: striving to understand and empathize with others
- 3) *Healing*: learning to heal the self and others to aid in transformation and integration
- 4) *Awareness*: general and self-awareness. Aids in understanding of issues involving ethics and values.
- 5) *Persuasion*: relying on persuasion rather than positional authority in making decisions. Effective as a consensus builder within groups.
- 6) *Conceptualization*: looking at a problem and thinking beyond day-to-day realities. Stretch to encompass broader-based conceptual thinking.

- 7) *Foresight*: foreseeing the likely outcome of a situation, to understand lessons from the past, the realities of the present, and the likely consequences of a decision for the future. Rooted in the intuitive mind.
- 8) *Stewardship*: “holding something in trust for the greater good.” A commitment to serving the needs of others.
- 9) *Commitment to the Growth of People*: committed to the personal, professional, and spiritual growth of every individual in the organization
- 10) *Building Community*: seeking to identify a means for building community among those that work in the organization

Greenleaf (1970) also asserted that servant leaders abandoned self-interest in favor of the interests of those they served (Cowan, 1996; Greenleaf, 2002). Graham (1991) stated that somehow servant leadership had many similarities with transformational and charismatic leadership because the theoretical underpinning of both leadership models was focused on inspiration and morals (Graham, 1991).

Russell and Stone (2002) examined the literature and created a practical model for servant leadership. They found that there were functional attributes aligned with transformational leadership attributes (Russell & Stone, 2002). Table 2.3 shows the attributes:

Table 2.3 Model of Transformational and Servant Leadership Functional Attributes  
(Russell & Stone, 2002)

Transformational Leadership	Servant Leadership
<b>1. Idealized Influence</b>	Vision Trust Respect Risk sharing Integrity Modeling
<b>2. Inspirational Motivation</b>	Commitment to goals Communication Enthusiasm
<b>3. Intellectual Stimulation</b>	Rationality

Transformational Leadership	Servant Leadership
<b>1. Individual Consideration</b>	Problem solving Personal attention Mentoring Listening Empowerment

Source: (Russell & Stone, 2002)

Smith, Montagno, and Kuzmenko (2004) examined “the conceptual similarities of transformational and servant leadership theories by analyzing the domains of the two theories overlap, and looking at the motivation of managers to create organizational cultures using one or the other perspectives” (Smith, Montagno, & Kuzmenko, 2004). The research suggested that “servant leadership leads to a spiritual generative culture, while transformational leadership leads to an empowered dynamic culture, and the high change environment require the empowered dynamic culture of transformational leadership, while more static environments are better served by the servant leadership culture” (Smith et al., 2004).

Table 2.4 Comparing Servant Leadership, Transformational leadership, and Leader-Member-Exchange (LMX) Theories (Barbuto & Wheeler, 2006)

	Servant Leadership Theory	Transformational leadership Theory	Leader-Member-Exchange (LMX) Theory
<b>Nature of theory</b>	Normative	Normative	Descriptive
<b>Role of leader</b>	To serve followers	To inspire followers to pursue organizational goals	To develop positive relationships with followers
<b>Role of follower</b>	To become wiser, freer, more autonomous	To pursue organizational goals	To develop positive relationships with leaders
<b>Moral component</b>	Explicit	Unspecified	Unspecified
<b>Outcomes</b>	Follower satisfaction,	Goal congruence;	High LMX- satisfaction,

	<b>Servant Leadership Theory</b>	<b>Transformational leadership Theory</b>	<b>Leader-Member-Exchange (LMX) Theory</b>
<b>expected</b>	development, and commitment to service, societal betterment	increased effort, satisfaction, and productivity; organizational gain	mutual trust, increased effort
<b>Individual level</b>	Desire to serve	Desire to lead	Desire to relate
<b>Interpersonal level</b>	Leader serves follower	Leader inspire follower	Leader exchange with followers
<b>Group level</b>	Leader serves group to meet members needs	Leader unites group to pursue goals	Leader develops different exchanges with each person
<b>Organizational level</b>	Leader prepares organization to serve community	Leader inspires followers to pursue organizational goals	Unspecified
<b>Societal level</b>	Leader leaves a positive legacy for the battlement of society	Leader inspires nation or society to pursue articulated goals	Unspecified

Barbuto and Wheeler (2006) examined the “scale development and construct clairfication of servant leadership” and found “five servant leadership factors – altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship -- with significant relations to transformational leadership, leader-member exchange, extra effort, satisfaction, and organizational effectiveness” (Barbuto & Wheeler, 2006).

### **2.1.8 Entrepreneurial Leadership**

McGrath and MacMillian (2000) used the term ‘entrepreneurial leader’ for a person that could operate in a world that was highly unpredictable and in which competitive action, as well as the person, could reposition the organizational units to capture opportunities (McGrath & MacMillan, 2000). In theory, entrepreneurial leadership encompasses the convergence and intersection between the leadership and entrepreneurship literature (McGrath & MacMillan, 2000).

Entrepreneurial leaders can be distinguished from other managers in terms of their personal practices; they are individuals who set the work climate, orchestrate opportunity-seeking, and move particular ventures forward (McGrath & MacMillan, 2000). McGrath and MacMillan (2000) described the *opportunity* or *habitual* entrepreneur characteristics as below:

- 1) They passionately seek new opportunities.
- 2) They pursue opportunities with enormous discipline.
- 3) They pursue only the very best opportunities and avoid exhausting themselves and their organizations by chasing after every option.
- 4) They focus on execution—specifically, adaptive execution.
- 5) They engage the energies of everyone in their domain” (McGrath & MacMillan, 2000).

#### **2.1.9 Creative Leadership**

Sternberg (2004) and his colleagues developed the term ‘creative leadership’ and stated that “[c]reativity is a core competence of leadership and creative problem-solving skills enhance leadership effectiveness” (Puccio, Murdock, & Mance, 2007).

Northouse (2004) also summarized the main characteristics of the contemporary views of leadership, indicating that “the conceptual links between leadership and creativity were reflected closely because of four elements of the leadership: 1) leadership is a process, 2) leadership involves influence, 3) leadership occurs within a group context, and 4) leadership involves goal attainment, applied to creativity context” (Northouse, 2004; Puccio et al., 2007).

Mamford and colleagues (2002) concluded regarding the leadership capacity model that “[l]eadership performance is directly related to an individual’s capacity to use his or her creative problem-solving skills to resolve complex social problems” (Puccio et al., 2007).

Mathisen, Einarsen, and Mykletun (2012) found that creative leaders promote creative organizations. Their research showed that the role of the leaders’ creativity had a positive relationship with an organizational creative climate and organizational creative behavior (Mathisen et al., 2012). Creative leadership also referred to

“leading others towards the attainment of a creative outcome” (Mainemelis, Kark, & Epitropaki, 2015).

Northouse (2004) also described that “one of the main characteristics of ‘Transformational leadership’ - intellectual stimulation - provided a direct link to creativity” (Northouse, 2004; Puccio et al., 2007): “It included leadership that stimulates followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization. This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues. It promotes followers’ thinking things out on their own and engaging in careful problem solving” (Northouse, 2004; Puccio et al., 2007).

Wheatley (2002) observed that the former twentieth-century organizational structures were dominant from a mechanistic view; employees did not need to think or to be creative; they just needed to carry out their tasks as assigned (Puccio et al., 2007). However, today’s information and knowledge economy requires “new leaders who can confront a reality based on knowledge and foster innovation to achieve improvements in organizational performance” (Puccio et al., 2007). Thus organizations need “leaders who can draw on and facilitate the creative talents of others and who, in their own right, embody the spirit of creativity” (Puccio et al., 2007)—these are described in transformational leadership theory.

The book ‘Creative Leadership’ by Puccio, Murdock, & Mance in 2007 described thinking tools for leaders (Puccio et al., 2007) as follows:

- 1) Assessing the situation: Tools for diagnostic thinking
- 2) Exploring the vision: Tools for visionary thinking
- 3) Formulating challenges: Tools for strategic thinking
- 4) Exploring Ideas: Tools for ideational thinking
- 5) Formulating solutions: Tools for evaluative
- 6) Exploring acceptance: Tools for contextual thinking
- 7) Formulating a plan: Tools for tactical thinking

#### **2.1.10 Authentic Leadership**

The notion of authentic leadership introduced a new leadership construct addressing “building the leader’s legitimacy through honest relationships with

followers” (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). To address present and future leadership needs, a model of authentic leadership and follower development was proposed and examined (Gardner et al., 2005); it emerged in the 2000s from the intersection of leadership, ethics, and positive organizational behavior and the scholarship literature (Gardner et al., 2005)

Gardner, Avolio, and Luthans (2005) defined authentic leadership “as a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (Gardner et al., 2005).

Authentic leadership fosters innovation more than traditional leadership styles; Muceldili, Turan, and Erdil (2013) found that “authentic leadership was positively related to organizational innovation” (Muceldili, Turan, & Erdil, 2013). Authentic leaders enhance innovation through building confidence, creating hope, raising optimism, and strengthening resilience (Muceldili et al., 2013). Authentic leadership also promotes creativity within the organization and organizational innovation; thus, if organizations select their leaders with authentic characteristics, they will increase employee creativity and organizational innovativeness (Muceldili et al., 2013).

Compared to transformational leadership and ethical leadership, the similarities of authentic leadership were examined by Walumbwa, Avolio, Gardner, and Peterson (2008), as shown in Table 2.5.

Table 2.5 Comparisons of Authentic Leadership Development Theory, Transformational Leadership Theory and Ethical Leadership Theory (Walumbwa, Avolio, Gardner, & Peterson, 2008)

Theoretical Components	Authentic Leadership	Transformational Leadership	Ethical Leadership
<b>Authentic Leadership</b>			
• Leader self-awareness	√ .	√ .	
• Rational transparency	√ .	√ .	

Theoretical Components	Authentic Leadership	Transformational Leadership	Ethical Leadership
• Internationalized moral perspective	√ .	√ .	√ .
• Balanced processing	√ .	√ .	
<b>Ethical Leadership</b>			
• Moral person	√ .	√ .	√ .
• Moral manager	√ .	√ .	√ .
<b>Transformational Leadership</b>			
• Idealized influence	√ .	√ .	√ .
• Inspirational motivation		√ .	
• Intellectual stimulation		√ .	
• Individualized consideration		√ .	√ .

Source: (Walumbwa et al., 2008)

### 2.1.11 Distributed Leadership

Distributed leadership (Spillane, 2006) was a new framework of moving from the heroic leader perspective (formal roles or individual characteristics) to the distributed perspective (one or more formal and informal leader(s)).

Spillane (2006) stated that “distributed leadership focuses on the nature and form of leadership practice and the particular configuration of interactions between leaders, followers and the situation, which is primarily concerned with ‘leadership practice’ and how leadership influences organizational and instructional improvement” (Harris & Spillane, 2008; Spillane, 2006). The leadership perspective does not say that leadership should be distributed or that widely-distributed leadership is always better, and it does not suggest that “everyone leads” (Spillane, 2006).

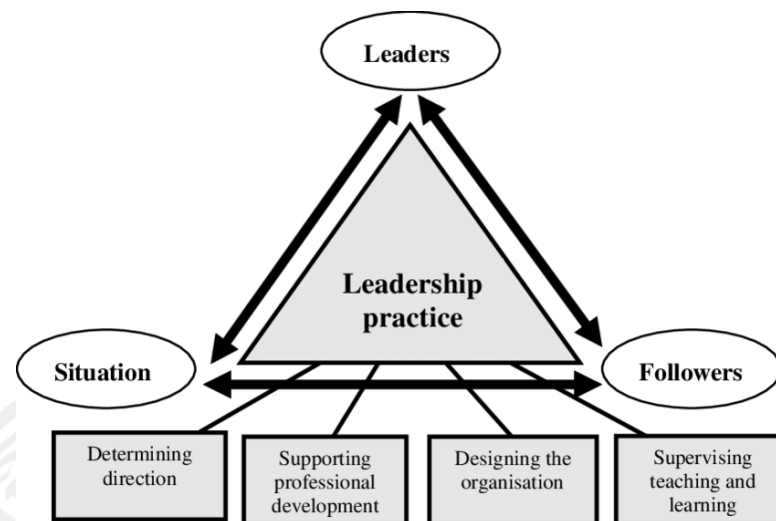


Figure 2.2 Leadership Practice as Constituted in the Interaction of Leaders, Followers, and Their Situations

Source: (Mullick, Sharma, & Deppeler, 2012)

Spillane (2006) gave a definition of distributed leadership as follows: “Leadership refers to those activities that are either understood by, or designed by, organizational members to influence the motivation, knowledge, affect, and practice of organizational members in the service of organization’s core work” (Spillane, 2006).

The important point of distributed leadership is the nature and quality of the influence of ‘leadership practice’ on organizational transformation when leadership practice is purposefully distributed or orchestrated (Harris & Spillane, 2008).

### 2.1.12 Conclusion of Leadership Development Theories

From studying the background of leadership theories evolving with organizational contexts, the conclusion developed is below.

Table 2.6 Conclusion of Leadership Development Theories

Leadership Theory	Time of Introduction	Major Tenets
<b>Great Man Theory</b>	1900s	<p>Focused on “heroic individuals”</p> <p>“Great man” theories (Napoleon, Gandhi, Lincoln)</p> <p>Early explanations of leadership and led to lists of leaders’ traits and trait theory</p>
<b>Trait Theories</b>	1930s	<p>“Trait theory of leadership differentiates leader from non leaders by focusing on personal qualities and characteristics” (Stogdill, 1974)</p> <p>Stogdill (1974) identified 8 traits that “made a leader different from a non-leader: Intelligence, Alertness to the needs of others, Insight, Initiative, Responsibility, Persistence in dealing with problems, self-confidence, and sociability” (Stogdill, 1974)</p>
<b>Behavioral Theories</b>	1940s and 1950s	<p>The behaviors of effective leaders are different from the behaviors of ineffective leaders.</p> <p>Two major classes of leader behavior (Yukl, 2013) are: task-oriented behavior and relationship-oriented behavior</p> <p>Likert’s Michigan Studies (Likert, 1984):</p> <ul style="list-style-type: none"> <li>Explorative-Authoritative</li> <li>Benevolent-Authoritative</li> <li>Consultative-Democratic</li> <li>Participative- Democratic</li> </ul> <p>McGregor’s Theory X and Theory Y (McGregor, 1960):</p> <ul style="list-style-type: none"> <li>Theory X</li> <li>Theory Y</li> </ul> <p>Blake and Mouton’s Managerial Grid (Blake &amp; Mouton, 1964):</p> <ul style="list-style-type: none"> <li>Task-Oriented/Authority Compliance</li> <li>Country Club Management</li> </ul>

<b>Leadership Theory</b>	<b>Time of Introduction</b>	<b>Major Tenets</b>
		<p>Impovished Management</p> <p>Team Management</p> <p>Middle of the road management</p> <p>Kurt Lewin’s Studies (Lewin, 1997):</p> <p>Autocratic Leaders</p> <p>Democratic Leaders</p> <p>Laissez-Faire Leaders</p>
<b>Situational/Contingency Theories</b>	1960s and 1970s	<p>“Factors unique to each situation determine whether specific leader characteristics and behaviors will be effective” (Fiedler, 1964)</p> <p>Fiedler’s Contingey Model of Leadership Effectiveness (Fiedler and Chemers, 1984):</p> <p>Leader-Member Relation</p> <p>Task Structure</p> <p>Leader Position Power</p> <p>House’s Path-Goal Model (House, 1971):</p> <p>Directive</p> <p>Supportive</p> <p>Participative</p> <p>Achievement-Oriented</p>
<b>Charismatic Leadership (Influence Theories)</b>	1970s	<p>House (1971) explained that charismatic leaders have such characteristics as dominance, self-security, a need to influence others, and a strong conviction in the moral integrity of their beliefs.</p> <p>They acted as a strong role model which their characteristics includes the components of idealized influence, inspirational leadership and intellectual stimulation of transformational leadership (House, 1977; Winkler, 2011).</p>
<b>Servant Leadership (Rational Theories)</b>	1970s and 2000s	<p>Robert Greenleaf (1970) defined the “Servant Leadership philosophy, in which the main goal of the ‘leader is to serve” (Greenleaf, 2002)</p> <p>“Servant leadership inverts the norm, which puts the customer service associates as a main priority.</p>

Leadership Theory	Time of	Major Tenets
	<b>Introduction</b>	<p>Instead of the people working to serve the leader, the leader exists to serve the people”(Russell &amp; Stone, 2002)</p> <p>Servant leaders can be represented according to ten characteristics (Greenleaf, 2002) as follows:</p> <ul style="list-style-type: none"> <li>Listening</li> <li>Empathy</li> <li>Healing</li> <li>Awareness</li> <li>Persuasion</li> <li>Conceptualization</li> <li>Foresight</li> <li>Stewardship</li> <li>Commitment to the Growth of People</li> <li>Building Community</li> </ul>
<b>Transactional Leadership (Rational Theories)</b>	1978, 1980s and 1990s	<p>Bass (1980) described transactional leaders as leaders that worked with followers toward the desired outcomes by identifying the roles and tasks of the followers (Bass, 1985)</p> <p>“Transactional leadership behaviors divided into three factors (Avolio &amp; Bass, 1990):</p> <ul style="list-style-type: none"> <li>Contingency Reward</li> <li>Management-by-Exception Active</li> <li>Management-by-Exception Passive”</li> </ul>
<b>Transformational Leadership (Rational Theories)</b>	1978, 1980s and 1990s	<p>Theories of transformational leadership were strongly influenced by James McGregor Burns (1978), who refers to “transformation leaders raise the bar by appealing to higher ideals and values of followers” (Burns, 1978)</p> <p>“4I’s Transformational Behaviors” (Avolio &amp; Bass, 1990):</p> <ul style="list-style-type: none"> <li>Idealized Influence</li> <li>Inspirational Motivation</li> <li>Intellectual Stimulation</li> </ul>

<b>Leadership Theory</b>	<b>Time of Introduction</b>	<b>Major Tenets</b>
		Individualized Consideration”
<b>Entrepreneurial Leadership</b>	2000	McGrath and MacMillan (2000) provided the term “entrepreneurial leader” as “a leader who can operate in the world that is highly unpredictable and in which competitive action, as well as, who can reposition the organization units to capture opportunities” (McGrath & MacMillan, 2000).
<b>Creative Leadership</b>	2004	Sternberg (2004) and colleagues developed the term creative leadership and stated that “[c]reativity is a core competence of leadership and creative problem-solving skills enhance leadership effectiveness”(Kaufman & Sternberg, 2006).
<b>Authentic Leadership</b>	2005	Gardner et al. (2005) developed the notion of “authentic leadership” from the intersection of the leadership, ethics and positive organizational behavior and scholarship literature. Gardner et al. (2005) defined authentic leadership “as a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (Gardner et al., 2005)
<b>Distributed Leadership</b>	2006	Spillane (2006) introduced the following: “Distributed leadership, a new framework of moving from heroic leader perspective (formal roles or individual characteristics) to distributed perspective (one or more formal and informal leader(s))” (Spillane, 2006) “Distributed leadership focuses on the nature and form of leadership practice and the particular configuration of interactions between leaders,

Leadership Theory	Time of Introduction	Major Tenets
		followers and the situation, which is primarily concerned with leadership practice and how leadership influences organizational and instructional improvement” (Harris & Spillane, 2008; Spillane, 2006)

### 2.1.13 Leadership Definition

In order to understand the concept of leadership and leadership philosophy, the researcher needs to understand some of the definitions of leadership, as cited below.

“Leadership is exercised when persons...mobilize...institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers” (Burns, 1978).

“Leadership is the process or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers” (Gardner, 1990).

“Leadership is the ability to step outside the culture...to start evolutionary change processes that are more adaptive” (Schein, 1992).

“Leadership is ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization” (House, 1996).

“Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstance...Leadership defines what the future should look like, align people with the vision, and inspires them to make it happen despite the obstacles” (Kotter, 2012).

“Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives” (Yukl, 2013)

A close look at the various definitions of leadership reveals that the main context is the ability and personality of an individual to influence, motivate, and enable others to contribute to accomplishing goals.

### 2.1.14 Leadership Competency

Leadership competencies are leadership behaviours and performances that contribute to superior performance (Bolden & Gosling, 2006). The development of new leadership competencies have been defined by many researchers.

The Leader's Handbook (Scholtes, 1998) contains the contents of The New Leadership Competencies (Scholtes, 1998) based on Dr. W. Edwards Deming's work on the system of profound knowledge (Best & Neuhauser, 2005) as follows:

1. The ability to think in terms of systems and knowing how to lead systems
2. The ability to understand and variability of work in planning and problem solving
3. Understanding how we learn, develop, and improve, and leading to true learning and improvement
4. Understanding people and why they behave as they do
5. Understanding the interdependence and interaction between systems, variation, learning, and human behavior. Knowing how each affects the others
6. Giving vision, meaning, direction, and focus to an organization

In addition to essential leadership competencies, global leaders face special challenges that require additional competencies. McCall and Hollenbeck (2002) characterized 'global executive competencies' as follows:

1. Open-minded and flexible in thought and tactics
2. Cultural interest and sensitivity
3. Able to deal with complexity
4. Resilient, resourceful, optimistic, and energetic
5. Honesty and integrity
6. Stable personal life
7. Value-added technical or business skills

Leadership competencies are used to select, develop, and promote leaders in an organization (Bolden & Gosling, 2006). Organizations can better identify and develop their next generation of leaders (Brownwell, 2006).

### 2.1.15 Leadership and Management

This part aims to identify the similarities and differences between leadership and management in order to compare their essence and to comprehend the meaning of those two terms.

Peter Drucker (1999) stated that “[m]anagement is doing things right; leadership is doing the right things”(Drucker, 1985). Several scholars gave the definition of “management” as follows:

Mary Parker Follett (1868-1933) defined management as follows: “the art of getting things done through people” (Devane & Wilsonz, 2011).

Peter Drucker (1909-2005) defined management as follows: “Management is a multipurpose organ that manage a business and manage Managers and manages Workers and works” (Drucker, 1985).

On the other hand, Kotter (2012) described “leadership” as “a set of processes that creates organizations in the first place or adapts them to significantly changing circumstance...Leadership defines what the future should look like, align people with the vision, and inspires them to make it happen despite the obstacles” (Kotter, 2012).

Peter Drucker (1999) provided a famous quote that indicates a sense of some of the fundamental differences between leaders and managers:“Management is doing things right; leadership is doing the right things.” Another famous scholar, John Kotter, also indicated the differences between leadership and management. Kotter’s view was “leaders and managers has tasks that are almost opposite in nature” (Kotter, 2012).

Kotter (2012) added that management works towards order in order to lead the consistency and efficiency -- a goal of management, whereas leadership has the goal of promoting change and movement in organizations (Kotter, 2012). Kottter stated that “[s]uccessful leaders would seek ‘continual adaptive change’ with a goal of improving organizations for success; Kotter did not mean that leaders were looking for change for change’s sake, rather, in such unpredictable times continual change is require for an organization to be survived” (Kotter, 2012).

Kotter (2012) also stated that “both management and leadership skills were essential in order to be able to drive success in organizations: one cannot function without the other” (Kotter, 2012).

Table 2.7 Leadership and Management Behavior (Kotter, 2012)

<b>Leadership</b>	<b>Management</b>
<p>1. Establish Direction Leader looks at the big picture, clarifies the situation, creates a vision and determines strategies</p>	<p>1. Planning and Budgeting Manager establishes agendas, set timetables and allocates resources</p>
<p>2. Align People Leader aligns people, communicates goals, build teams, looks for commitment.</p>	<p>2. Organizing and Staffing Manager provides structure, job placements, and defines rules and processes.</p>
<p>3. Motivate and Inspire Leader focuses on motivating and inspiring people through empowerment, looking at how to satisfy unmet needs, and energizing people.</p>	<p>3. Controlling and Problem Solving Manager focuses on control and solving issues. Manager takes action to correct issues, create solutions and define incentives to reward good work.</p>
<p>4. The goal of leader is “to Movement and Change”.</p>	<p>4. The goal of manager is “to consistency and order”.</p>

According to table 2.8, based on Kotter’s work (2012), it can be seen that “Kotter places an emphasis on control for managers, but not for leaders” (Kotter, 2012): “Rather, leaders are seen to provide inspiration and generate energy, passion, and enthusiasm, while managers on the other hand, focus on making sure that organization continues in an efficient manner, and continually improving efficiency” (Kotter, 2012).

## **2.2 Overview of the Transformational Leadership and the Followers' Performance Outcome**

Considering organizational types such as the Thai Chamber of Commerce, which is a non-government institution and a representative body of the private sector of the country, transformational leadership has not been empirically investigated in terms of the followers' performance outcomes.

### **2.2.1 Transformational Leadership**

According to the book 'Leadership in Organizations' by Gary Yukl (2002), the theories of transformational leadership were mostly influenced by James McGregor Burns (1978), who wrote a best-selling book on political leadership (Bass, 1985). Burns (1978) states that leadership can be classified according to two styles: transformational and transactional leadership. From Burns' view, "transformational leadership is more effective than transactional leadership" (Burns, 1978).

Bass & Avolio (1994) stated that "The transactional leadership style is characterized by offering rewards for productivity and denying rewards for a lack of productivity, while the transformational leadership style aims to stimulate and inspire followers to reach beyond what they thought possible and motivate extraordinary results" (Bass & Avolio, 1994).

Burns (1978) emphasizes that "transforming leadership appeals to the moral values of followers in an attempt to raise their consciousness about ethical issues and to mobilize their energy and resources to reform institutions whereas the transactional leadership motivates followers by appealing to their self-interest" (Burns, 1978). With transformational leadership, the followers feel trust, admiration, loyalty, and respect toward the leader, and they motivated to do more than they originally expected to do" (Yukl, 2013).

As mentioned that most of the transformational leadership theories based of Burns' idea (1978), there has been more empirical research on the version of the theory formulated by Bass (1985, 1996). Bernard M. Bass (1985) stated that "transformational and transactional leadership are different but not mutually exclusive processes" (Bass, 1985).

Bass (1985) provided more details of transformational leadership and transactional leadership, indicating that transformational leadership increased follower motivation and performance more than transactional leadership, but effective leaders use a combination of both types of leadership” (Bass, 1985). Bass (1985) concluded that “the transformational/transactional leadership paradigm is comprised of complementary rather than separated structure” (Bass, 1985). Transformational and transactional leadership behavior are termed according to two categories of behavior as follows (Bass, 1990; Yukl, 2013):

Transformational Behaviors

- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

Transactional Behaviors

- Contingent Reward
- Active Management by Exception
- Passive Management by Exception

The original formulation of the theory by Bass (1985) included “three types of transformational behavior: Idealized Influence, Intellectual Stimulation, and Individualized Consideration” (Bass, 1985). A revision of the theory by Avolio and Bass (1990) added another transformational behavior called “inspirational motivation” (Yukl, 2013).

In conclusion, according to the book ‘Improving Organizational Effectiveness Through Transformational Leadership’ by Bass and Avolio (1994), the 4I’s characterize ‘transformational leadership’:

- 1) *“Idealized Influence*, in which “the leader communicates the values, purpose, and organizational mission in a way that motivate respect and pride” (Avolio & Bass, 1995). Idealized influential leader involves being a positive role model that exemplifies high levels of moral/ethical and performance standards (Sosik & Jung, 2010).

- 2) *“Inspirational Motivation*, where the leader shows visible optimism and excitement about the future” (Avolio & Bass, 1995). Sosik and Jung (2010) stated that “Inspirational motivation leader involves the energy, initiative, persistence, and vision that moves followers to achieve performance outcomes that exceed expectations and develops their leadership potential along the way” (Sosik & Jung, 2010).
- 3) *“Intellectual Stimulation*, where a leader encourages examining new ways of solving problems” (Avolio & Bass, 1995). An intellectual stimulation leader involves rational thinking, creativity, and freedom to fail (Sosik & Jung, 2010); these concepts allow followers to think for themselves in ways that challenge conventional wisdom and seek continuous process and people improvement (Sosik & Jung, 2010).
- 4) *“Individualized Consideration*, demonstrated by a focus on mentoring followers and attending to their development and needs” (Avolio & Bass, 1995). An individualized consideration leader involved dealing with followers as individuals and considering their needs, abilities, and aspirations to work together and further their development (Sosik & Jung, 2010). Individualized consideration meant that leaders were empathetic toward followers, giving valued to them, paying special attention to them, and being developmentally focused by encouraging continuous improvement (Sosik & Jung, 2010).

According to the research ‘Two Decades of Research and Development in Transformational Leadership’ by Bass (1999), transformational leadership referred to “the leaders moving the follower beyond immediate self-interests through idealized influence (charisma), inspirational motivation, intellectual simulation, or individualized consideration” (Bass, 1999; Avolio & Bass, 1990). Bass (1999) stated that “it also promotes the follower’s level of maturity and ideals as well as concerns for achievement, self-actualization and well-being of others, the organization, and society” (Bass, 1999).

Bass (1985) also defined “transformational leadership as a style of leadership that transforms followers to rise above their self-interest by altering their morale, ideals, interests, and values, motivating them to perform better than initially expected”

(Bass, 1985); it is the capability to impact people toward achieving the objectives by shifting the beliefs, values and needs of the subordinates (Bass, 1985; Ohman, 2000).

Consideration of transformational leadership has been previously addressed in the research focused on the role of leaders in determining leader effectiveness and performance, and focused on the group of medium to large organizations. Researches have not been empirically investigated non-governmental institutions such as the Thai Chamber of Commerce.

Leadership tasks are frequently valued when persons help each other to become more aware, freer, and more willing to act from their own values and support organizational, institutional, and community change (Hannum et al., 2007). The Thai Chamber of Commerce is a proactive, non-government body representing more than 100,000 Thai business members of every size with business interests in every province of Thailand (Thai Chamber of Commerce, 2018).

### **2.2.2 Followers' Performance Outcomes**

According to the book "Transformational Leadership" by Bass and Riggio (2006), "a core element of transformational leadership is the development of followers to enhance their capabilities and their capacity to lead" (Bass & Riggio, 2006).

Each of the components of transformational leadership can help build follower commitment in different ways. For example, the idealized influence component is a role model for followers to lead a group to commit to organizational values and goals; the inspirational motivation component builds emotional commitment to a mission or goal; the individualized consideration' component enhances the commitment of followers at all levels by coaching, mentoring, and training (Bass & Riggio, 2006).

Leaders who are inspirational motivation and show commitment to organization, who challenge their followers to think and provide input, and who show genuine concern for their followers should have more satisfied followers. (DeGroot, Kiker, & Cross, 2000; Dumdum, Lowe, & Avolio, 2002)

More than that, certain types of followers or organizational members are affected by transformational leaders (Bass & Riggio, 2006). Wofford, Whittington, and Goodwin (2001) indicated that "the followers who had greater need for autonomy

and followers who were high on growth need strength were more positively influenced and more satisfied with transformational leaders than followers who lacked motivation characteristics” (Wofford et al., 2001).

The Thai Chamber of Commerce is a non-governmental agency, which has more than 100,000 Thai business members of every business size with business interests in every province of Thailand. The followers’ performance outcomes of the Thai Chamber of Commerce are different from private and public organizations; the outcomes of the Thai Chamber of Commerce are in the form of business networks, social networks, and efficacy, which were investigated from interviews and literature reviews.

#### 2.2.2.1 Business Groups as Networks

Business groups are defined as “networks of loosely coupled legally independent firms, linked by persistent formal and informal ties” (Mahmood et al., 2011). They are a common type of multi-business organization in developing economies, frequently dominating a substantial fraction of a country’s productive assets and influencing their countries to upgrade their capabilities (Kock & Guillen, 2001; Mahmood et al., 2011). The network literature has suggested that “different types of network ties may apply to different effects; for example, network ties in business group affect the efficacy of network ties on the development of R&D capability” (Mahmood et al., 2011).

Network scholars have emphasized that “firm’s performance is enhanced by network-enabled capabilities which develop a key determinant to a firms’ innovation” (Zaheer & Bell, 2005). Hargadon and Sutton (1997) also found that “a firm at the operation of several industries was able to come up with new business concepts by taking the advantage of access to knowledge derived from various industries”(Hargadon & Sutton, 1997).

Specifically, “network density” (Mahmood et al., 2011), which captures the degree of connectivity between network partners, plays an important role (Mahmood et al., 2011). It may be stated that if network density is high, the network partners can be connected to each other and then network participants would be allowed to leverage each others’ resources (Mahmood et al., 2011). Further, the dense ties

between network partners may help to improve trust by encouraging cooperation and interchange (Mahmood et al., 2011), where Coleman (1988) viewed that networks, where everyone is connected and no one can escape the notice of others, are the source of social capital. Being in a network, people need to access information and facilitate trust and norms (Coleman, 1988). From the research of Mahmood, Zhu, and Zajac on the topic of where capabilities can come from, they found that “the mix of group affiliates’ ties in Taiwanese business groups related to the development of their internal capabilities” (Mahmood et al., 2011).

#### 2.2.2.2 Social Networks

Granovetter (2005) stated that “social structure, in the form of social networks affects the economic outcomes for three main reasons” (Granovetter, 2005). First, social networks affect the flow and quality of information; second, social networks are important sources of reward and punishment; and the third one is trust (Granovetter, 2005).

According to Granovetter (2005), the core principles of social networks and economic outcomes are the following: 1) Norms and network density, shared ideas about the proper way to behave in the group. If networks are denser, the greater density makes ideas more repeatedly discussed and fixed. 2) The strength of weak ties, more novel information flows among different circles to get the better sources. Because close friends tend to move in the same circles, the information will be overlapped and it would be the things they already know. Thus, moving in the different circles, the new information and ideas are more efficiently diffused through weak ties. 4) The importance of Structure Holes, it is advantage of the information and resources from one network to another one. 5) The Interpenetration of Economic and Non-Economic Action, the activities of economic and non-economic, such as corruption culture/activities would be held in the social networks (Granovetter, 2005).

As an example of being a social network, Granovetter (1995) demonstrated that “white-collar workers find better jobs faster through weak ties that bridge otherwise disconnected social groups” (Granovetter, 1995).

Ibarra and Hunter (2007) stated that “[n]etworking is one of the most important requirement of leadership roles.” They studied this under the following title: ‘How Leaders Create and Use Networks’ a study that included 30 emerging leaders and they outlined three distinct forms of networks: 1) operational networking; 2) personal networking; and 3) strategic networking (Ibarra & Hunter, 2007). This is explained below.

1). Operational Networking (Ibarra & Hunter, 2007)

Operational networking is described as “building relationships with people who can help on the operational works to accomplish the tasks, mostly occur in the organization, and network ties are determined by routine, short-term demands” (Ibarra & Hunter, 2007).

2). Personal Networking (Ibarra & Hunter, 2007)

Personal networking is described as “enhancing personal and professional development; providing referrals to useful information and contacts, mostly reaching out to outside organization through professional associations, alumni groups, clubs, and communities of interest. The leaders gain new perspectives that allow them to advance in their career. The personal networking will help a leader/manager to bring the connections to bear on organizational strategy” (Ibarra & Hunter, 2007).

3). Strategic Networking (Ibarra & Hunter, 2007)

Strategic networking is described as “figuring out future priorities and challenges with getting stakeholders they need to enlist. Contacts are internal and external and oriented toward the future; leader’s job is recruiting stakeholders who can leverage the organization” (Ibarra & Hunter, 2007). A strategic network can be difficult for emerging leaders because it absorbs a significant amount of the time and energy devoted to meeting many operational demands of the organization (Ibarra & Hunter, 2007).

According to the third reasons for social structure, “trust” by Granovetter (2005), a research by Hoyt, Murphy, Halverson, and Watson (2003) provides evidence and findings that “group members in virtual teams had greater trust in transformational leaders which led to greater satisfaction with the leader and more work group cohesiveness” (Granovetter, 2005; Hoyt et al., 2003). Role of trust with transformational leaders can be described that “transformational leaders gain follower

trust by maintaining their integrity and dedication, by being fair in their treatment of followers, and by demonstrating their faith in followers by empowering them” (Bass & Riggio, 2006).

### 2.2.2.3 Efficacy

According to Bandura (1997), “Efficacy is perceived capability to accomplish the specific task; the efficacy development techniques are from mastery experiences, vicarious learning, social persuasion, and arousal” (Bandura, 1997). This means the ability to complete the task (Eden, 2001). Bandura (1982) stated that “self-efficacy affects learning and performance in three ways: 1) self-efficacy influences the goals that employees choose for themselves, 2) self-efficacy influences learning as well as the effort that people apply on the job, and 3) self-efficacy influences the persistence with which people attempt new and difficult tasks” (Bandura, 1982). Self-efficacy is a powerful determinant of job performance (Bandura & Locke, 2003).

According to Hannah, Avolio, Luthans, and Harms (2008), the explanation of leaders’ (followers’) efficacy is as follows:

“Leaders’ (followers’) beliefs in their perceived capabilities to organize the positive psychological capabilities, motivation, means, collective resources, and courses of action required to attain effective, sustainable performance across their various leadership roles, demands and context.”(Hannah et al., 2008).

They suggest that “efficacy for thought is central to a leader’s ability to generate effective solutions for leadership challenge and dilemmas” (Hannah et al., 2008). Hannah, Avolio, Luthans, & Harms (2008) stated that “Leader efficacy may also be developed through modeling or vicarious learning where individuals observe competent and relevant models successfully and then performing similar tasks” (Hannah et al., 2008). Additionally, in new or unpredictable situations, the efficacy of leaders is applied to how they can manage the situation.

According to a study of Jung and Sosik (2002) on groups of Korean workers, “transformational leaders empowered followers whose collective sense of efficacy increased and had positive impact on performance” (Jung & Sosik, 2002). Another study of banking leaders in China and India found that the “followers’ sense of

collective efficacy mediated the relationship between transformational leadership and organizational commitment” (Walumbha, Wang, Lawler, & Shi, 2004).

Bandura (1997) characterized “collective self-efficacy” as “a group’s shared belief in its conjoint capabilities to organize and execute the courses of action required to produce given levels of attainment” (Bandura, 1997). Further, a study of Hoyt, Murphy, Halverson, and Watson (2003) found that “a leader’s self-efficacy predicted followers’ collective sense of self-efficacy which in turn predicted the group’s task performance” (Hoyt et al., 2003).

### **2.2.3 Transformational Leadership and Followers’ Performance**

#### **Outcome**

According to Dvir, Eden, Avolio, and Shamir (2002) in the research entitled the “Impact of Transformational Leadership on Follower Development and Performance: A Field Experiment,” which was a field experiment of 800 Israeli soldiers, they found that “followers with a transformational leader were more self-confident and took more critical and independent approaches toward their work than followers in a control group” (Dvir et al., 2002). Leadership is the persistent belief that leader can enhance the performance of work groups (Dvir et al., 2002).

In the case of the Thai Chamber of Commerce (TCC), the relationship of friendship ties is important in this case because people are willing to share information and discuss ideas among the people in the group, with whom they have established bonds of friendship and trust (Granovetter, 2005). Efficacy is also positively related to transformational leadership. Bass (1985) stated that “charismatic transformation leaders share their confidence in their followers and in their optimistic expectations about their followers’ performance.” They create effective climates of a group and levels of satisfaction (Bass & Riggio, 2006).

Thus, the hypotheses for the independent variables and dependent variable are as follows:

#### ***Transformational Leadership and Business Networks***

***H1a: Idealized influence is positively related to business networks.***

*H1b: Inspirational motivation is positively related to business networks.*

*H1c: Intellectual stimulation is positively related to business networks.*

*H1d: Individualized consideration is positively related to business networks.*

*Transformational Leadership and Social Network Ties*

*H2a: Idealized influence is positively related to social network ties.*

*H2b: Inspirational motivation is positively related to social network ties.*

*H2c: Intellectual stimulation is positively related to social network ties.*

*H2d: Individualized consideration is positively related to social network ties.*

*Transformational Leadership and Efficacy*

*H3a: Idealized influence is positively related to efficacy.*

*H3b: Inspirational motivation is positively related to efficacy.*

*H3c: Intellectual stimulation is positively related to efficacy.*

*H3d: Individualized consideration is positively related to efficacy.*

#### **2.2.4 Roles of Moderating Variables**

Most of the theories of transformational leadership lack sufficient descriptions of the underlying influence processes (Bass, 1985). Most explanations discuss the leader's influence on followers, but their relative importance is not clear, or whether they are mutually compatible. The present research on the influence of transformational leadership on followers' performance outcomes in the Thai Chamber of Commerce, employs three variables in order to ascertain these relationships, as discussed below.

##### **2.2.4.1 Political Skill**

The critical aspect of the transformational organization is how leaders influence individual followers. However, it is not sufficient to explain how leaders build exceptional teams or a transformation organization. The theories would be strengthened by a better explanation of how leaders enhance mutual trust and collaboration, cooperative self-efficacy, and team learning (Yukl, 2002). Further,

there are insufficient descriptions of the leader's external role, for example, representing a team or organization and helping it to secure adequate resources, members, and political support (Yukl, 2002). In the role of the Thai Chamber of Commerce as a representative of the private sector, the leaders' role would be the represent of groups, committees, chapters, and organization; the one important skill is the political skill.

A leader can facilitate how to make things happen and create successful implementation of change. According to Yukl (2002), "Political actions include creating a coalition to approve change, forming teams to guide it, selecting the right people to fill key positions, making symbolic changes that affect the work, making structural changes to institutionalize change, and monitoring the progress of change to detect problems that require attention" (Yukl, 2002).

Leadership researchers have verified the relationship between political skills and leadership; it was concluded that after controlling for leader demographic and social skill variables, the leader political skill significantly predicted leader effectiveness ratings (Douglas, 2004). Additionally, another research on leadership, which tested 408 leaders (headmasters) and 1,429 followers (teachers) of state schools in the western part of Germany, showed that political skill with the behavior of the transformational and transactional leader impacted leadership effectiveness (Ewen, 2013).

One of the first major contributions to the integration of political skill and leadership was the conceptual model of Ammeter, Douglas, Gardner, Hochwarter, and Ferris (2002), which their model of political leadership highlighted both the moderating and mediating effects of political skill on leader and follower outcomes (Ammeter, Douglas , Gardner, Hochwarter, & Ferris, 2002). Political skill by Ammeter, Douglas, Gardner, Hochwarter, and Ferris (2002) was explained according to four aspects: social astuteness, interpersonal influence, networking ability, and apparent sincerity (Ammeter et al., 2002).

Bacharach, McKelvey-Grant Professor of Labor Management and Director of the Institute for Workplace Studies at Cornell University, defined political competence as follows: "It is the ability to understand what you can and cannot control, when to take action, who is going to resist your agenda, and whom you need

on your side. It is about knowing to map the political terrain and get others on your side as well as lead coalitions” (Johnson, 2008).

In the book “The Leadership Skills Handbook: 90 Essential Skills You Need to be a Leader” by Jo Owen (2017), the political skills that leaders need to have are the following: 1) influencing people; 2) achieving influence and power; 3) influencing decisions 4) learning to say “no”; 5) the partnership principle; 6) negotiations; 7) networking; 8) leading without power; 9) managing upwards; and 10) flattery (Owen, 2017).

Moreover, the research entitled ‘leader political skill and team performance’ by Ahearn et al. (2004) found that the impact of the political skill of leaders is related to team performance. The hypotheses on political skill moderating transformational leadership and the three dependent variables are as follows:

*Political Skill Moderating Transformational Leadership and Business Networks*

***H4a:*** Political skill positively moderates the relationship of idealized influence and business networks.

***H4b:*** Political skill positively moderates the relationship of inspirational motivation and business networks.

***H4c:*** Political skill positively moderates the relationship of intellectual stimulation and business networks.

***H4d:*** Political skill positively moderates the relationship of individualized consideration and business networks.

*Political Skill Moderating Transformational Leadership and Social Network Ties*

***H5a:*** Political skill positively moderates the relationship of idealized influence and social network ties.

***H5b:*** Political skill positively moderates the relationship of inspirational motivation and social network ties.

***H5c:*** Political skill positively moderates the relationship of intellectual stimulation and social network ties.

**H5d:** *Political skill positively moderates the relationship of individualized consideration and social network ties.*

*Political Skill Moderating Transformational Leadership and Efficacy*

**H6a:** *Political skill positively moderates the relationship of idealized influence and efficacy.*

**H6b:** *Political skill positively moderates the relationship of inspirational motivation and efficacy.*

**H6c:** *Political skill positively moderates the relationship of intellectual stimulation and efficacy.*

**H6d:** *Political skill positively moderates the relationship of individualized consideration and efficacy.*

#### 2.2.4.2 Innovative Work Behavior

Innovative work behavior can be defined as “an individual’s behavior that aims to achieve the initiation and intentional introduction (within a work role, group or organization) of new and useful ideas, processes, products or procedures” (Farr & Ford, 1990). Most of the literature describes “innovative work behavior” as the opportunity to explore new ideas, and to generate ideas, and then to implement ideas (Drucker, 1985). Kanter (1998) outlined “three stages relevant to innovative work behavior as idea generation, coalition building and implementation” (Kanter, 1988).

Peter Drucker (1985) identified “seven sources of opportunities, including: unexpected successes, failure or events; gaps between ‘what is’ and ‘what should be’, process needs in reaction to identified problems or failure; changes in industrial or market structure; changes in demographics such as labor source; changes in perception; and new knowledge” (Drucker, 1985). Also, Drucker (1985) mentioned that “the employee innovative work behavior starts with distinguishing issues, which are frequently stimulators for the generating of novel and helpful thoughts.” (Drucker, 1985).

Avolio and Bass stated that “transformational leaders are proposed to stimulate follower innovative behavior through expressing an inspiring vision, stimulating followers to question, and allowing individual development and growth”

(Avolio & Bass, 1990). As previously evidenced, the relationship of transformational leadership positively influences the followers' innovative work behavior (Bass, 1990; Hater & Bass, 1988).

The hypotheses on innovative work behavior moderating transformational leadership and three dependent variables are as follows:

*Innovative Work Behavior Moderating Transformational Leadership and Business Networks*

*H7a: Innovative work behavior positively moderates the relationship of idealized influence and business networks.*

*H7b: Innovative work behavior positively moderates the relationship of inspirational motivation and business networks.*

*H7c: Innovative work behavior positively moderates the relationship of intellectual stimulation and business networks.*

*H7d: Innovative work behavior positively moderates the relationship of individualized consideration and business networks.*

*Innovative Work Behavior Moderating Transformational Leadership and Social Network Ties*

*H8a: Innovative work behavior positively moderates the relationship of idealized influence and social network ties.*

*H8b: Innovative work behavior positively moderates the relationship of inspirational motivation and social network ties.*

*H8c: Innovative work behavior positively moderates the relationship of intellectual stimulation and social network ties.*

*H8d: Innovative work behavior positively moderates the relationship of individualized consideration and social network ties.*

*Innovative Work Behavior Moderating on Transformational Leadership and Efficacy*

*H9a: Innovative work behavior positively moderates the relationship of idealized Influence and efficacy.*

*H9b: Innovative work behavior positively moderates the relationship of inspirational motivation and efficacy.*

*H9c: Innovative work behavior positively moderates the relationship of intellectual stimulation and efficacy.*

*H9d: Innovative work behavior positively moderates the relationship of individualized consideration and efficacy.*

#### 2.2.4.3 Creative Work Environment

According to Schein (1992) “[o]rganizational leaders are a key source of influence on organizational culture” (Schein, 1992). Leaders can significantly enhance organizational creativity by creating and sustaining an organizational climate and culture by nurturing creative efforts and facilitating diffusion of learning (Yukl, 2002).

For an organizational culture to become more transformational, top management executives must be the change agent by sharing the vision (Bass, 1999). The behavior of top level individuals becomes a symbol of the organization’s new culture (Stites-Doe, Pillai, & Meindl, 1994). Stites-Doe, Pillai, and Meindl (1994) examined “the occurrence of transformational leadership and the way the organizational culture is adopted by employee. They showed that individually considerate leaders will participate in more acculturation activities than those who are not” (Stites-Doe et al., 1994).

Morrison & Phelps (1999) stated that “organizations can motivate employees to go beyond the boundaries of their jobs to bring positive change by ‘Taking charge’ related to felt responsibility, self-efficacy, perceptions of top management”(Morrison & Phelps, 1999). “Felt responsibility for change refers to an individual’s belief that he or she is personally obligated to bring about constructive change, which is critical for discretionary, extra-role behavior” (Choi, 2007; Morrison & Phelps, 1999)

Regarding Amabile, Conti, Coon, Lazenby, and Herron’s (1996) research on the influence on work environment perceptions and the influence of those perceptions on the creativity of work, they found that “the work environment perceptions can influence the level of creative behavior displayed in the generation and early development of new products and processes, and creative ideas from individuals and

teams within organizations sow the seeds of successful innovation” (Amabile et al., 1996). The research was designed by using the KEYS scales to assess the work environment, which is composed of the following factors: challenging work, organizational encouragement, work group support, freedom, organizational impediments, and supervisory encouragement (Amabile et al., 1996).

Choi (2007) mentioned that “organizational climate has direct implication for employee behavior because it reflects employees’ perceptions” (Choi, 2007; Schneider & Reichers, 1983). When employees believe that their workplace supports new ideas and change, and it supplies resources for innovative initiatives, they may generate and express innovative ideas and suggestions for change more freely and frequently (Scott & Bruce, 1983).

Most creative work can be occurred when the employees are more likely to brainstorm within their team and seek new approaches to work on together with the support from leaders (Oldham & Cummings, 1996).

According to Elkins & Keller (2003), “transformational leadership behaviors closely match the determinants of innovation and creativity at workplace, some of which are vision, support for innovation, autonomy, encourage, recognition, and challenge” (Elkins & Keller, 2003).

Avolio and Bass stated that “this leader’s behaviors are likely to act as ‘creative-enhancing forces’: individualized consideration ‘serves as a reward’ for the followers by providing recognition and encouragement; intellectual stimulation ‘enhances exploratory thinking’ by providing support for innovation, autonomy, and challenge; and inspiration motivation ‘provides encouragement into the idea generation process’ by energizing followers to work towards the organization’s vision” (Avolio & Bass, 1995). Transformational leadership was positively related to follower creativity (Shin & Zhou, 2003). The hypotheses on a creative work environment moderating transformational leadership and three dependent variables are as follows:

*Creative Work Environment Moderating Transformational Leadership and Business Networks*

**H10a:** *A creative work environment positively moderates the relationship of idealized influence and business networks.*

**H10b:** *A creative work environment positively moderates the relationship of inspirational motivation and business networks.*

**H10c:** *A creative work environment positively moderates the relationship of intellectual stimulation and business networks.*

**H10d:** *A creative work environment positively moderates the relationship of individualized consideration and business networks.*

**Creative Work Environment Moderating Transformational Leadership and Social Network Ties**

**H11a:** *A creative work environment positively moderates the relationship of idealized influence and social network ties.*

**H11b:** *A creative work environment positively moderates the relationship of inspirational motivation and social network ties.*

**H11c:** *A creative work environment positively moderates the relationship of intellectual stimulation and social network ties.*

**H11d:** *A creative work environment positively moderates the relationship of individualized consideration and social network ties.*

**The Creative Work Environment in Relation to Transformational Leadership and Efficacy**

**H12a:** *A creative work environment positively moderates the relationship of idealized influence and efficacy.*

**H12b:** *A creative work environment positively moderates the relationship of inspirational motivation and efficacy.*

**H12c:** *A creative work environment positively moderates the relationship of intellectual stimulation and efficacy.*

**H12d:** *A creative work environment positively moderates the relationship of individualized consideration and efficacy.*

## 2.3 Theoretical Framework

From the above discussion, the hypotheses of the study are summarized in table 2.8 together with the final model of the study, as shown in figure 2.3.

Table 2.8 Summary of Hypotheses

HYPOTHESES	STATEMENT
<b><u>Transformational Leadership and Business Networks</u></b>	
H1a	Idealized influence is positively related to business networks.
H1b	Inspirational motivation is positively related to business networks.
H1c	Intellectual stimulation is positively related to business networks.
H1d	Individualized consideration is positively related to business networks.
<b><u>Transformational Leadership and Social Network Ties</u></b>	
H2a	Idealized influence is positively related to social network ties.
H2b	Inspirational motivation is positively related to social network ties.
H2c	Intellectual stimulation is positively related to social network ties.
H2d	Individualized consideration is positively related to social network ties.
<b><u>Transformational Leadership and Efficacy</u></b>	
H3a	Idealized influence is positively related to efficacy.
H3b	Inspirational motivation is positively related to efficacy.
H3c	Intellectual stimulation is positively related to efficacy.
H3d	Individualized consideration is positively related to efficacy.
<b><u>Political Skill Moderating Transformational Leadership and Business Networks</u></b>	
H4a	Political skill positively moderates the relationship of idealized influence and business networks.
H4b	Political skill positively moderates the relationship of inspirational motivation and business networks.
H4c	Political skill positively moderates the relationship of intellectual stimulation and business networks.
H4d	Political skill positively moderates the relationship of individualized consideration and business networks.
<b><u>Political Skill Moderating Transformational Leadership and Social Network Ties</u></b>	
H5a	Political skill positively moderates the relationship of idealized

<b>HYPOTHESES</b>	<b>STATEMENT</b>
	influence and social network ties.
<b>H5b</b>	Political skill positively moderates the relationship of inspirational motivation and social network ties.
<b>H5c</b>	Political skill positively moderates the relationship of intellectual stimulation and social network ties.
<b>H5d</b>	Political skill positively moderates the relationship of individualized consideration and social network ties.
<b><u>Political Skill Moderating on Transformational Leadership and Efficacy</u></b>	
<b>H6a</b>	Political skill positively moderates the relationship of idealized influence and efficacy.
<b>H6b</b>	Political skill positively moderates the relationship of inspirational motivation and efficacy.
<b>H6c</b>	Political skill positively moderates the relationship of intellectual stimulation and efficacy.
<b>H6d</b>	Political skill positively moderates the relationship of individualized consideration and efficacy.
<b><u>Innovative Work Behavior Moderating Transformational Leadership and Business Networks</u></b>	
<b>H7a</b>	Innovative work behavior positively moderates the relationship of idealized influence and business networks.
<b>H7b</b>	Innovative work behavior positively moderates the relationship of inspirational motivation and business networks.
<b>H7c</b>	Innovative work behavior positively moderates the relationship of intellectual stimulation and business networks.
<b>H7d</b>	Innovative work behavior positively moderates the relationship of individualized consideration and business networks.
<b><u>Innovative Work Behavior Moderating Transformational Leadership and Social Network Ties</u></b>	
<b>H8a</b>	Innovative work behavior positively moderates the relationship of idealized influence and social network ties.
<b>H8b</b>	Innovative work behavior positively moderates the relationship of inspirational motivation and social network ties.
<b>H8c</b>	Innovative work behavior positively moderates the relationship of

<b>HYPOTHESES</b>	<b>STATEMENT</b>
	intellectual stimulation and social network ties.
<b>H8d</b>	Innovative work behavior positively moderates the relationship of individualized consideration and social network ties.
<b><u>Innovative Work Behavior Moderating Transformational Leadership and Efficacy</u></b>	
<b>H9a</b>	Innovative work behavior positively moderates the relationship of idealized influence and efficacy.
<b>H9b</b>	Innovative work behavior positively moderates the relationship of inspirational motivation and efficacy.
<b>H9c</b>	Innovative work behavior positively moderates the relationship of intellectual stimulation and efficacy.
<b>H9d</b>	Innovative work behavior positively moderates the relationship of individualized consideration and efficacy.
<b><u>Creative Work Environment Moderating Transformational Leadership and Business Networks</u></b>	
<b>H10a</b>	Creative working environment positively moderates the relationship of idealized influence and business network.
<b>H10b</b>	Creative working environment positively moderates the relationship of inspirational motivation and business network.
<b>H10c</b>	Creative working environment positively moderates the relationship of intellectual stimulation and business network.
<b>H10d</b>	Creative working environment positively moderates the relationship of individualized consideration and business network.
<b><u>Creative Work Environment Moderating Transformational Leadership and Social Network Ties</u></b>	
<b>H11a</b>	Creative working environment positively moderates the relationship of idealized influence and social network ties.
<b>H11b</b>	Creative working environment positively moderates the relationship of inspirational motivation and social network ties.
<b>H11c</b>	Creative working environment positively moderates the relationship of intellectual stimulation and social network ties.
<b>H11d</b>	Creative working environment positively moderates the relationship of individualized consideration and social network ties.
<b><u>12.Creative Work Environment on Transformational Leadership and Efficacy</u></b>	

HYPOTHESES	STATEMENT
H12a	Creative working environment positively moderates the relationship of idealized influence and efficacy.
H12b	Creative working environment positively moderates the relationship of inspirational motivation and efficacy.
H12c	Creative working environment positively moderates the relationship of intellectual stimulation and efficacy.
H12d	Creative working environment positively moderates the relationship of individualized consideration and efficacy.

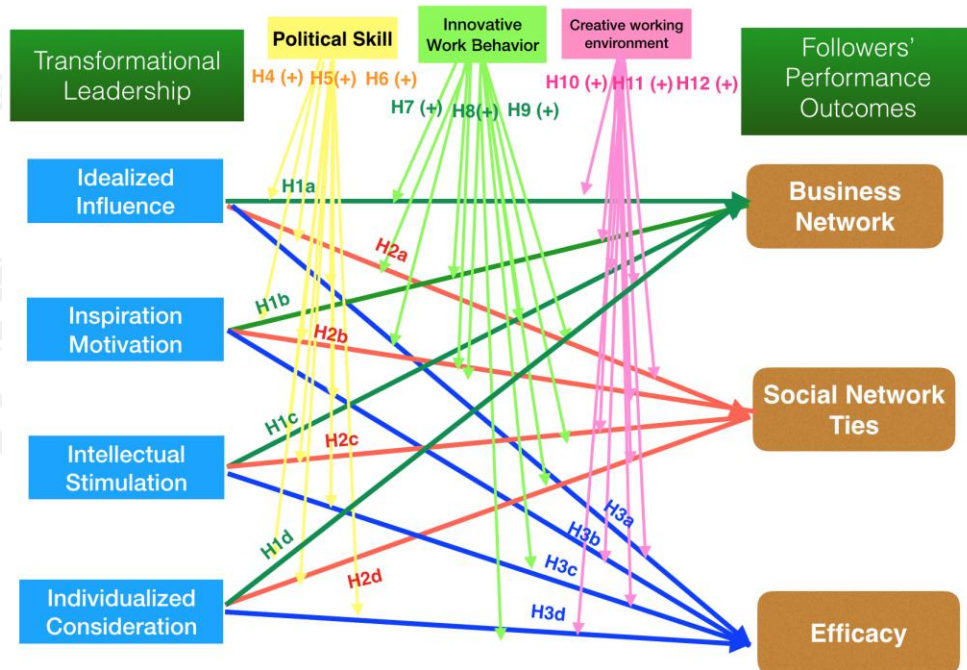


Figure 2.3 The theoretical framework of the study

## 2.4 Chapter Summary

This chapter provides the conceptual and historical development of leadership theories, transformational leadership theories, and the factors of the followers' performance outcomes as well as the moderating roles of political skill, innovative work behavior, and the creative work

The followers' performance outcomes of environment of the Thai Chamber of Commerce are different from those of public and private organizations. The followers' performance outcomes of the Thai Chamber of Commerce are in the form of business networks, social network ties, and efficacy. The tested variables were investigated from in-depth interviews and literature reviews. The moderating variables were selected by key informants of the organization in order to see the results of the interacting relationships. The reviews showed that these three moderating variables would affect transformational leadership and the followers' performance outcomes.

The discussion of the relationships among the variables was built on 48 hypotheses in order to ascertain the influence of the characteristics of transformational leadership on followers' performance outcomes. Figure 2.3 represents the theoretical framework of the study and serves as a guide for the study. The next chapter deals with the development of the methodology of the study.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

This chapter describes the research methodology. The study aims to analyze and investigate the influence of transformational leadership on followers' performance outcomes by using the case of the Chamber of Commerce in Thailand

The purpose of this chapter is to present the assumptions underpinning this research as well as to introduce the research strategy and the empirical techniques applied. In order to test the 12 topics and 48 hypotheses and the causal path model developed in the last chapter, data were collected from the Thai Chamber of Commerce, which has 76 chapters in 76 provinces and the Thai Chamber of Commerce in Bangkok as a focal point of the organization.

The first section of the chapter introduces the design of sampling methods, the research instrument, and the method of the data collection. Next, the construct and measurement as well as the purification of the measures are presented. In the last section, the data analysis procedures are described.

#### **3.1 Research Design and Sampling Methods**

The survey was carried out using a cross-sectional design where the data were collected at one time. The study implemented both qualitative and quantitative research, and the data were managed in the form of field research using interviews and by distributing a self-administered questionnaire.

This mixed method was the triangulation design. The purpose of this design was “to obtain different but complementary data on the same topic to understand the research problem” (Creswell & Plano Clark, 2011). The qualitative part was the exploratory phase, where the hypotheses were generated, which were verified later on

in the quantitative section of the study. After that the qualitative research was used again for in-depth explanations.

In this study, the purpose of the qualitative analysis was to discover the predictors and correlates of transformational leadership, how transformational leadership leads to followers' performance outcomes in the organization, and organizational characteristics to transformational leadership. Additionally, the qualitative analysis sought the views and insights of the organization's need to change regarding how leadership leads followers in the organizations. This provided helpful insights into how to develop future leaders and what issues might be significant in the future.

At the same time, the quantitative method, which was more involved in statistical and mathematical analysis, was implemented by using the SPSS program Version 25 to analyze the data in order to confirm the relationship between transformational leadership and the followers' performance outcomes (efficacy, business network, and social ties), with political skill, innovative work behavior, and a creative work environment as moderating variables. The results of the quantitative analysis clarified the research questions, and the results of both the qualitative and quantitative approaches would supplement the conclusion and make it a more credible one.

### **3.1.1 Units of Analysis**

Based on related theories and empirical research, this dissertation aimed to consolidate and expand the existing literature on transformational leadership leading to followers' performance outcomes by testing political skill, innovative work behavior, and a creative work environment as moderating variables. The target population was a non-government organization, and the sample case was the Thai Chamber of Commerce organization because it has the biggest networks in the private sector in Thailand.

The unit of analysis for this research was comprised of 76 Thai Chamber of Commerce Chapters and the Thai Chamber of Commerce in Bangkok. The respondents were composed of the Provincial Chapter Chairpersons of the Thai Chamber of Commerce, the Provincial Chapter Committee and Sub-committee

members of the Thai Chamber of Commerce, committee members of the Young Entrepreneurs Chamber of Commerce (YEC), and the committee members of the Thai Chamber of Commerce. These respondents were committee members that had roles in driving and developing the organization.

### 3.1.2 Sampling Techniques

According to the data on the Thai Chamber of Commerce, the committee members of 77 provincial chapters of the Thai Chamber of Commerce and the committee members in Bangkok were comprised of roughly 2,200 members. Using Yamane's formula for proportions (Yamane, 1973), the sample size was calculated according to the following formula:

$$n = \frac{N}{1+Ne^2}$$

$$n = \frac{2,200}{1+ 2,200 (0.05)^2}$$

$$n = 338 \text{ samples}$$

n = the sample size

N = the population size

e = the acceptable sampling error

The sample size was calculated using 338 samples from at least 20 provinces in order to group them into clusters and then analyzing them using multilevel models. The data of the respondents were organized at two levels: one was the chapter level and the other was the individual level. Cross-sectional study was used in the data collection. The survey was carried out at the regional and provincial meetings, conferences, and formal and informal gatherings of the Thai Chamber of Commerce.

The questionnaire was developed based on the multifactor leadership questionnaire (MLQ) and wordings were applied to the contexts of the study. Before distributing the questionnaires, a pilot study was conducted in order to develop a set of reliable and valid items. The pilot study was arranged by discussions with a group of researchers collaborating with the Thai Chamber of Commerce committee members. The questionnaires were distributed to the sampling respondents.

The qualitative phase undertook in-depth interviews through the purposive sampling and snowball techniques. The individuals were chosen on the basis of their involvement and performance on transformational leadership. The first interview was

with the Chairperson of the Young Entrepreneurs Chamber of Commerce who was in charge of leading the young entrepreneurs of organization. Then, the chairperson recommended interviewing other transformational leaders. There were 12 in-depth interviews for obtaining individual opinions and for describing the deeper and more detailed facets of the situations in their roles and responsibilities leading their networks. The interviews aimed to discover the predictors and correlates of transformational leadership variables in order to build on the hypotheses.

### **3.1.3 Methods of Data Collection**

Self-administered questionnaires were emailed to the target population. The format of the questionnaire was formed according to the online version (Google Form), which made it convenient for the respondents to respond to the answers. Additionally, the questionnaires were handed out at the regional and provincial meetings, conferences, and formal and informal gatherings of the Thai Chamber of Commerce. They described the research objectives in order to stress the importance of the research to the respondents regarding the first section of the questionnaire. The respondents understood the objectives and their involvement in the topic and questions along with the time required for their responses.

Monette, Sullivan, and DeJong (2013) pointed out that using a large sample is the basis for the multiple regression analytic technique. Large sample sizes of not less than 100 or more cases enable the study to use summary statistics to estimate the parameters. Although 338 sample sizes were counted, the final count response was 220 surveys returned, with 17 being unusable because these respondents were not members of the Thai Chamber of Commerce. Thus, 203 sample sizes were able to fit the quantitative analytic technique. This was a good enough sample size to prevent common source bias and at the same time, to minimize the problem of missing data. Also, the researcher asked the advisor for permission to use 203 sample sizes for analysis.

### **3.2 Research Instrument**

In the qualitative part of the study, the research instrument was an interview. The interviews took one hour in order to obtain individuals' opinions and for the respondents to be able to describe the deeper and more detailed facets of the situations in their roles and responsibilities leading their networks and the results of followers' performance.

The interview questions were based on leadership roles and responsibilities, and sought the effects of transformational leadership, consisting of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The interview questions also included a study of the moderating effect of the relationships composed of political skill, innovative work behavior, and a creative work environment, and the predictors were business networks, social network ties, and efficacy.

### **3.3 Methods of Data Analysis**

This study integrated the qualitative and quantitative methods. The qualitative part was the exploratory phase where the hypotheses were generated, which were verified later on in the quantitative section of the study. This is called the "exploratory sequential mixed method" (Creswell & Plano Clark, 2011).

The exploratory sequential mixed method is a design that first explores the qualitative data and analysis and followed by the quantitative phase. The second database was built on the results of the initial database (Creswell & Plano Clark, 2011). After the quantitative part, the researcher interviewed the key informants in order to explore in-depth information for possible explanations. The scale development process is explained in figure 3.1 below:

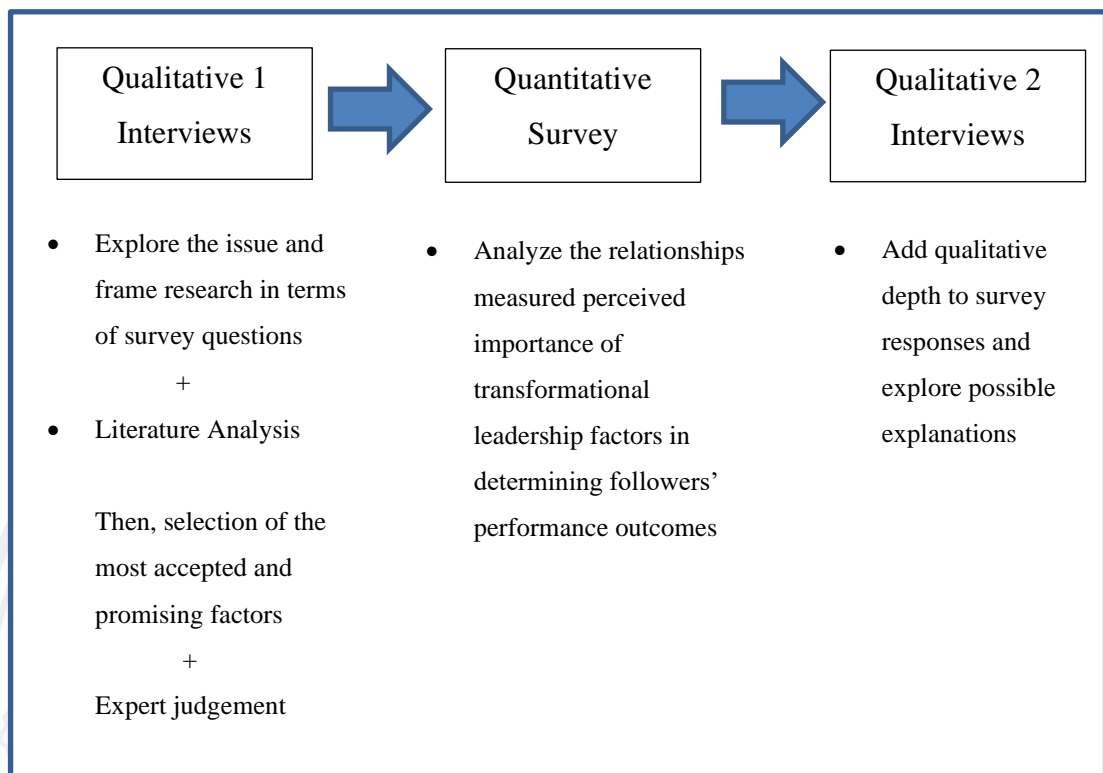


Figure 3.1 Scale Development Process

- Key Informants

The key informants were committee members of the Thai Chamber of Commerce that were involved in transformational leadership performance. The key informants of this study were the groups that had experience and dealt with the process of transforming people and the organization. The key informants were chosen through the recommendation of the first key informant to another key person—the so-called snowball technique.

The interviews began with the key person for transforming the organization—the Chairperson of the Young Entrepreneurs Chamber of Commerce (YEC), Thailand—who took charge of leading the young entrepreneurs of the organization to be future leaders. Then, the chairperson recommended interviewing other transformational leaders.

Guest, Bunce, and Johnson (2006) mentioned that “if the goal is to describe a shared perception, belief or behavior among a relatively homogenous group, then a sample of twelve will likely be sufficient.” The researcher aimed to have 12 in-depth interviews. The results of the 5<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> interviews were repeated in common words. Saturation was reached. Thus, the researcher asked the advisor for permission to use the sample of eight for developing the hypotheses.

The qualitative part of first phase was 8 in-depth interviews in order to obtain individuals’ opinions and to describe the deeper and more detailed facets of the situations in their roles and responsibilities leading their networks and the results of followers’ performance. This was the first phase of the exploration to build on the hypotheses for the quantitative study. After the quantitative study, the researcher interviewed the key informants to explore in-depth for possible explanations. There were four in-depth interviews that sought possible explanations of the quantitative results as the third phase.

The key informants of the first phase were different from those in the third phase. In detail, the key informants were from the following groups:

1) *Leaders that lead the transformational process of the organization*

These key informants were composed of the Chairperson of Young Entrepreneurs Chamber of Commerce, Thailand and the Advisor of the Young Entrepreneurs Chamber of Commerce, Thailand

2) *Leaders that have operated and are running the transformational process for the organization*

These key informants were composed of the Chairperson of the Provincial Chamber of Commerce and the Provincial Chamber of Commerce Committee members, who were former Presidents of the Young Entrepreneurs Chamber of Commerce in their provinces.

3) *Leaders that are running the transformational process of organization*

These key informants were composed of the President of the Young Entrepreneurs Chamber of Commerce of the Provincial Chamber of Commerce.

### **3.4 Data Collection Method**

The main data collection method for the qualitative approach was in-depth interviews with the key informants. The interviews were undertaken through the purposive sampling and snowball technique. In the first phase of the qualitative part, the interview questions led to insights in order to build on the hypotheses. In the third phase of the qualitative part, the interview questions were set by the research questions and asked for in-depth information in order to explain the results of the hypotheses.

The saturation of the data collection is a sign of the number of key informants (Guest, Bunce, & Johnson, 2006). When new information repeats the same contents and produces little or no change to the codebook, the saturation is reached to the point in data collection (Guest et al., 2006).

- **Qualitative Analysis Approach**

The results of the interviews were categorized and classified, followed by the substantive contents and dimensions of the phenomena. The contents were sought to find the patterns of association and to make inferences concerning the principles of the study (Morgan, 2013). The process began with deep involvement in the analysis, ideas, hypotheses, and features of the research (Morgan, 2013). Then the interview details were formulated the thoughts and made the conclusion. The findings of this part created the assumptions and the explanations for the quantitative findings (Morgan, 2013).

- **Quantitative Method**

In the section concerning the quantitative research method, the statistical model was multiple linear regression analysis for validating the hypotheses. To further study the clustering analysis, multilevel analysis or hierarchical linear

modeling (Hox, Moerbeek, & Van de Schoot, 2017) was also used in order to gain insights occurring at the individual and regional level. The multilevel structure was provided by the Thai Chamber of Commerce data where members were nested within regions, using a two-level structure.

Multilevel analysis (Hox et al., 2017) can provide new insights about the processes of transformational leadership regarding performance outcomes and can help to determine whether parallel processes occur at different levels. At the individual level, the analysis could investigate the perception of the influence of transformational leadership on the organization. At the regional level, the analysis would show an understanding of how the chapters in each region are influenced by the phenomena in which they are nested, and the institutional beliefs and norms of the organization may be perceived.

In the quantitative section, the research instrument was a questionnaire, consisting of two parts: 1. general information, and 2. transformational leadership, according to Bass and Avolio's concept (Avolio & Bass, 1995) and other factors.

In the second part, the questionnaire was developed based on the multifactor leadership questionnaire (MLQ). The MLQ analyzes three styles of leadership: transformation, transactional, and passive (*laissez faire*) leadership (Avolio & Bass, 1995). The MLQ has also been utilized in several empirical researches, particularly those concerned with the relationship between leadership styles and other factors. The scale points were 0 = not at all, 1= once in a while, 2= sometimes, 3 = fairly often, and 4= frequently, if not always.

In the "transformational leadership" part, the items consisted of idealized influence, inspiration motivation, intellectual stimulation, and individualized consideration, and the factors regarding the moderating effects consisted of political skill, innovative work behavior, creative work environment, business networks, social network ties, and efficacy.

### 3.5 Measurement and Purification Process

In order to ensure that the statistical analyses were valid, the data were checked for values that were not within the range of possible values for the variables. The mean, standard deviation, and minimum and maximum values of each item were examined. Out-of-range values were detected by using the sort cases command provided by the SPSS program Version 25.

The multiple regression method was used to validate the hypotheses in this study. Thus, the pitfall called multicollinearity should not be ignored. Multicollinearity exists when two or more of the predictors in a regression model are highly correlated (Daoud, 2017). When it exists, the pitfalls can occur such as autocorrelation, missing data, and excluding important predictor variables.

In order to detect multicollinearity (Daoud, 2017), the study was tested using the Durbin-Watson test statistics, which tests for correlations between errors. Additionally, the study obtained collinearity diagnostics by testing the variance inflation factor. The variance inflation factor quantifies the extent to which the variances are inflated.

Before looking at the statistical measures, the study checked the residual plots for goodness-of-fit. Regression residuals should have a constant spread across all fitted values.

- **Control Variables**

Besides the main dependent and interdependent variables, the analysis used 4 control variables. Organizational tenure (years of experience in the Thai Chamber of Commerce organization), years of work experience, age, and education level were included as control variables in the analysis. Previous research has shown these variables to be related to performance outcomes variables (e.g. Ahearn et al., 2004; Morrison & Phelps, 1999). Moreover, in order to find out the effects of the 4 variables on the dependent variables, the control variables may have an influence on the performance outcomes variables.

### 3.6 Reliability Testing of the measures

According to Churchill (1995), every multiple-item measure is subject to a “purification process” (Churchill, 1979, 1995). The purification involves “eliminating items that seem to create confusion among respondents and items that do not discriminate between subjects with fundamentally different position on the construct” (Churchill, 1979, 1995). The purification of measures is “to assess the reliability and the validity of the proposed measures” (Churchill, 1979, 1995). Reliability concerns the tendency toward consistency of the results given by repeated measurement (Carmines & Zeller, 1982). Validity concerns the extent to which an indicator of some abstract concept measures what it purports to measure (Carmines & Zeller, 1982).

In this study, the reliability of the multiple-item scales was assessed by “its internal consistency and unidimensionality of the multiple item scale was assessed based on coefficient alpha and item-to-total statistics” (Carmines & Zeller, 1982). All of the items used to measure the constructs in the questionnaires were closed-ended using five-point Likert-type scales of strongly agree to strongly disagree.

From the SPSS analysis, the internal reliability tests showed a satisfactory Cronbach alpha (or coefficient alpha). The Cronbach alpha is “a commonly used measure testing the extent to which multiple indicators for a latent variable belong together”. According to Hinkin, Tracey and Enz (1997), “it varies from 0 to 1.0 and a common rule of thumb is that the indicators should have Cronbach alpha of 0.7 to judge the set reliable” (Hinkin, Tracey, & Enz, 1997). Table 3.1 show the reliability results for each of the variable items and their Cronbach Alpha.

Table 3.1 Summary Results for the Reliability Test

Variable	Cronbach Alpha ( $\alpha$ )	No. of Items
Individualized Influence	0.851	6
Inspiration Motivation	0.859	6
Intellectual Stimulation	0.872	6
Individualized Consideration	0.824	5

Variable	Cronbach Alpha ( $\alpha$ )	No. of Items
Transformational Leadership	0.929	23
Business Network	0.921	4
Social Network Ties	0.937	4
Efficacy	0.928	6
Followers' Performance Outcomes	0.952	14
Political Skill	0.845	5
Innovative Work Behavior	0.841	4
Creative Work Environment	0.869	4

Table 3.1 shows the various Cronbach alpha levels of the independent, dependent, and moderating variables. The dependent variables (followers' performance outcomes) obtained the highest alpha level ( $\alpha = 0.952$ ). The Cronbach alpha level for the independent variable (transformational leadership) was 0.929 ( $\alpha = 0.929$ ). The Cronbach alpha scores for the other variables were higher than 0.8; this meant that the multiple-question Likert scale surveys were at the level of good to excellent internal consistency and reliability.

### 3.7 Validity Testing

Content validity focuses on "the adequacy with which the domain of the concept under study is captured by the measure" (Churchill, 1995). Churchill also stated that "the key to content validity lies in the procedures that are used to develop the instrument" (Churchill, 1995). These procedures include examining the literature and testing the internal consistency. In this study, the content is careful scrutiny of the literature, as well as the in-depth interviews with the committee members of the Thai Chamber of Commerce. Further, a pre-test was conducted in order to help ensure that only relevant items were included in the instrument.

The content validity for this study was assessed by asking a few committee members of the Thai Chamber of Commerce to examine the measurement instrument and to provide feedback for revision.

Construct validity (Churchill, 1995) focuses on what construct, concept or trait the instrument in fact is measuring. Construct validity has two types: convergent validity and discriminant validity.

Convergent validity (Churchill, 1995) refers to the homogeneity of items within the same construct, which means how the items are correlated to form a construct. On the other hand, discriminant validity (Churchill, 1995) shows the heterogeneity between different constructs and the extent to which a measure is distinct from other measures.

Associate Professor Dr. Chindaluck Vadhanasindhu examined the validity of the questions before the questionnaires were distributed in the survey.

### **3.8 Chapter Summary**

This chapter described the development of the surveys, the data collection, and the data analysis procedures. The sample frame was committee members of the Thai Chamber of Commerce, which were from 76 chapters in 76 provinces and the Thai Chamber of Commerce in Bangkok as a focal point of the organization. The study used mixed methods: quantitative and qualitative methods. The 48 hypotheses were tested using a multiple regression model. Reliability and validity testing were conducted. The next chapter will further address the results from the measurement model assessment and present the results from the structural model testing.

This study integrated qualitative and quantitative methods. The qualitative part was the exploratory phase which generated the hypotheses during the first phase of the analysis, which were then verified later on in the quantitative section of the study. The quantitative section was tested using moderating variable tests, then followed by a multilevel model. After the quantitative part, the researcher interviewed the key informants in order to explore their responses in-depth for possible explanations.

## **CHAPTER 4**

### **RESEARCH RESULTS**

This chapter presents the results of the hypothesis tests. It is organized into six sections. The first section describes the qualitative data analysis, built on the conceptual framework. The second section presents the characteristics of the respondents and organizations. The third section presents the descriptive statistics of all of the research variables. The fourth section presents the statistical assumption testing. The fifth section presents the results of the qualitative data. The sixth section summarizes the quantitative and qualitative results.

#### **4.1 Qualitative Data Analysis (Initial Phase)**

The initial qualitative phase aimed for building theory and not testing theory. This study aimed to explore the predictors and moderators of transformational leadership, and to verify the essence of transformational leadership regarding the organization. This qualitative section includes a description of the interviews, data manipulation, and a discussion.

##### **4.1.1 Data Management and Manipulation**

The interviews were conducted using phone interviews of 20-30 minutes for each person from September to November, 2016. The interviews began with the key person of transforming organization—the Chairperson of the Young Entrepreneurs Chamber of Commerce (YEC), Thailand—who were in charge of leading the young entrepreneurs of organization to be future leaders. Then, the chairperson recommended other transformational leaders for an interview.

This phase aimed to investigate the variables of the dependent, independent, and moderating variables. The research questions were framed composed of types of

leadership, perceptions toward leadership behavior, followers' outcomes, and other effects on leadership and followers' outcomes.

Eight (8) interviews were conducted in the process to seek the relative variables in the context of the Thai Chamber of Commerce organization. The first question asked of the respondents was: *“Which types of leadership behaviors do you prioritize in driving your organization (Thai Chamber of Commerce)?”*

The objectives of this question were to seek an understanding of the leadership types of the organization. According to literature reviews, the leaders of the Thai Chamber of Commerce need to bring about remarkable changes to the organization because their roles are to serve as an influential voice of the private sector, to develop the capacity building of the enterprise, and to build business opportunities for the members. They are capability to lead and serve their members as well as to manage stakeholders.

Next, in order to investigate the followers' outcomes regarding transformational leadership in a non-governmental organization such as the Thai Chamber of Commerce to build the research framework, the questions asked of the respondents were: *“What are the followers' outcomes from participating in an organization such as the Thai Chamber of Commerce? Why did you decide to continue to be a member of this organization? What are the benefits of being in the organization?”*

Next, in order to seek the moderating variables of the relationship between transformational leadership and follower outcomes, the questions to the respondents were: *“What would be the possible impacts that would affect being leaders and developing good outcomes for the organization?”*

The content analysis of the interviews was done to look for key words to investigate the dependent, independent, and moderating variables. Then, these were included in the hypothesis model. The results were tested then in the quantitative part of the study.

- **Coding of Participants**

In order to help with the analysis process, codes were given to the participants to represent their identity as described in table 4.1 below.

Table 4.1 Coding of Participant

Participant identification code	Position level	Tenure of organizational committee (Years)	Highest level of education	Gender	Age
KEYINFO 01	Chairperson of Sub-Committee of Chamber of Committee/ Chairperson of Young Entrepreneur Chamber of Commerce	4	Masters	Female	48
KEYINFO 02	Committee member of Sub-committee of Chamber of Committee	6	Masters	Male	35
KEYINFO 03	Chairperson of Provincial Chamber of Commerce Chapter	6	Masters	Female	43
KEYINFO 04	Committee member of Sub-committee of Chamber of Committee	12	Masters	Male	36
KEYINFO 05	Chairperson of Sub-committee of provincial Chamber of Committee Chapter	8	Masters	Male	38
KEYINFO 06	Committee member of Sub-committee of Chamber of Committee	6	Masters	Female	40
KEYINFO 07	Chairperson of Sub-provincial Chamber of Committee Chapter	4	Masters	Female	42
KEYINFO 08	Chairperson of Sub-provincial Chamber of Committee Chapter	4	Masters	Male	36

Source: Field Data file, 2017

- **Presentation of Interview Thematic Areas**

The method is a qualitative content analysis, which is a method for the subjective interpretation of the content of textual data through the systematic classification process of coding and identifying themes (Morgan, 2013).

The results of the interviews were summarized according categories and themes by using consensus measurement and capturing the words from the key informants during the in-depth interviews. The major themes were coded for frequency of words, which were more than three (3) counts of a theme. The analysis results were used to form the basis for an emerged major thematic area.

- **Analysis and Discussion of the Findings**

The objectives of the analysis were to explore the variables in order to generate the hypotheses, and the hypotheses were verified later on in the quantitative section of the study.

- **Leadership Types**

This began with the question regarding the leadership types of the Thai Chamber of Commerce: *“Which types of leadership behaviors do you prioritize in driving your organization?”* Interviewees KEYINFO 01, KEYINFO 02, KEYINFO 03, KEYINFO 04, KEYINFO 05, KEYINFO 06, KEYINFO 07, and KEYINFO 08 expressed their answers in strong terms as follows:

KEYINFO 01:

*“Leader who can drive the Thai Chamber of Commerce in this current environment should be authentic and transformational leader; a person who gains trust from private sector and also public sector. He/she has capability to lead for country changes.”*

*“When asking about transforming leader, I am thinking about a group of young entrepreneur chamber of commerce (YEC). Our leaders had vision that the young group will be the energetic groups who can transform the organization.”*

KEYINFO 02:

*“Leader who has great vision and take people to reach the vision”*

## KEYINFO 03:

*“As a leader of provincial private sector, I start with understanding nature of my province including people, business and social and economic situation. Then, I call for brainstorming to create a vision and strategies. I believe everybody loves their home (province). Their contribution would create better home for everyone. The types of leadership behavior are caring, innovating, and executing.”*

## KEYINFO 04:

*“I have been in the Thai Chamber of Commerce for ten years. I have learnt how to manage stakeholders and perform in the public. I would say the types of leadership behaviors in driving Thai Chamber of Commerce are motivating groups of businesspeople to reach the goals.”*

## KEYINFO 05:

*“Leaders should take the followers to see the opportunities and motivate them how to catch the opportunities.”*

## KEYINFO 06:

*“Leaders of Thai Chamber of Commerce should be sharp in vision, smart in works, and care stakeholders.”*

## KEYINFO 07:

*“Leaders of provincial chapter in the Thai Chamber of Commerce should let followers see the values of network and motivate them to contribute for driving economy and society.”*

## KEYINFO 08:

*“Leaders of Thai Chamber of Commerce should be the role model of businesspeople in a way of smart, ethical, and passionate.”*

From the qualitative interviews, the key words can be seen in the table below.

Table 4.2 Summary of the thematic areas of leadership types

Categories	Theme	Terms of Reference	Counts
Leaders/ Leadership	Innovate/ Drive/ Change	Transformation leadership	6 of 8
	Vision	Transformation leadership	6 of 8
	Trust	Transformation leadership/ Authentic leadership	5 of 8
	Motivation	Transformation leadership	5 of 8
	Role Model	Transformation leadership/ Authentic leadership	4 of 8
	Ethics/ Morality	Transformation leadership/ Authentic leadership/Servant leadership	4 of 8
	Understanding/ Caring	Servant leadership/ Transformational leadership	4 of 8
	Passionate	Servant leadership/ Transformation leadership	3 of 8

These answers related to the concept of “transformational leadership” where the transformational leader could bring about changes at both the individual and organizational level, focusing on the fulfillment of needs, goals, and principles. Additionally, Krishnan (2005) mentioned that transformational leadership is important for enhancing organizational efficiency and for the reveal of new business opportunities.

Transformational leadership also related to the concept of “servant leadership,” which involves others in decision making and is strongly based on ethical and caring behavior” (Spears, 2010). Somehow servant leadership had many similarities with transformational and charismatic leadership.

The attributes of vision, trust, respect, and the integrity of servant leadership were in terms of the “idealized influence” of transformational leadership (Russell & Stone, 2002). The attributes of modeling, commitment to goals, and enthusiasm were in terms of the “inspirational motivation” of

transformational leadership (Russell & Stone, 2002). The attributes of rationality, problem solving, and personal attention were in terms of the “intellectual stimulation” of transformational leadership (Russell & Stone, 2002). The attributes of personal attention, listening, and empowerment were in terms of the “individual consideration” of transformational leadership (Russell & Stone, 2002).

The answers also related to authentic leadership. Somehow authentic leadership was seen to be similar to transformational leadership. Authentic leadership is the root construct for transformational leadership, and the theory and practice of “idealized influence” are related to authentic leadership. Thus, this dissertation is focused on “transformational leadership.”

- **Followers’ Outcomes**

In order to ascertain the dependent variables, the second question asked *“What are the followers’ outcomes from participating in an organization such as the Thai Chamber of Commerce? Why did you decide to continue to be a member of this organization? What are the benefits of being in the organization?”*

Interviewees KEYINFO 01, KEYINFO 02, KEYINFO 03, KEYINFO 04, KEYINFO 05, KEYINFO 06, KEYINFO 07, and KEYINFO 08 expressed their answers in the strong terms as follows:

KEYINFO 01:

*“The followers’ outcomes of participating the Thai Chamber of Commerce are networks; it means the networks of referral friends to friends in order to have new business opportunities. Also, this organization is a place for entrepreneurs/ executives to practice and learn on capability development.”*

*“Firstly, I decided to participate this organization from the suggestions of my respected person. He said my business thoughts and styles would be better from participating in this organization. From being four years as the committees, I have learnt a lot from people in this network. I have met inspired entrepreneurs who created inspiration in me. My perspectives are broadening. I understand the principles and linkages of social and economic*

*structure in practical way. The benefits of being in the organization are ...I feel valued in myself. I am in a (small) part of developing Thai economy.”*

**KEYINFO 02:**

*“The followers’ outcomes of participating the Thai Chamber of Commerce are networks. They see the values of networks. This network supports them to have new perspectives, ideas and knowledge from experienced businesspeople. Also, they get business opportunities from business referral and activities.”*

*“I have the opportunity to work closely with chairpersons and secretariats of Thai Chamber of Commerce. They let me to coordinate with many committee groups as well as coordinating with public sector. I have developed myself from observing and learning from people in this network which some of them are my role model. Then, they let me to be in the groups of discussion on economic issues. I gain a lot of benefits from their perspectives, ideas, and insightful information. This is valuable for me. I am appreciated with people in this organization.”*

**KEYINFO 03:**

*“The followers’ outcomes of participating the Thai Chamber of Commerce are networks. In the province chapter, the relationship of businesspeople is cohesive. The Thai Chamber of Commerce is a place to meet and exchange their business information, knowledge, and family life. I have noticed that a group of young entrepreneurs enjoy to participate the chapter because they can contribute their ability for developing province. They feel proud for making province better.”*

*“I have decided to continue member because the opportunities to practice my skills. Last two year I was Chairperson of young entrepreneurs of Provincial Chapter. This year I am the Chairperson of Provincial Chapter. The roles and responsibilities of being Chairpersons have taught me in many ways. I gain benefits from on the job-training. It cannot find this experience in my company and other organizations.”*

## KEYINFO 04:

*“The followers’ outcomes of participating the Thai Chamber of Commerce are gaining business networks and improving their abilities. My members have asked me what are the benefits of participating the Thai Chamber of Commerce? I have answered that... ‘people in this network will help you to expand your business thoughts. When you contribute into this network, you will learn how to develop yourself.’... I always keep informing the meetings and activities to my members. Participated. They can observe, immerse, and practice with experienced businesspeople. A few thoughts from experienced businesspeople have created many works.”*

*“I have been in the Thai Chamber of Commerce for twelve years. My dad was the chairperson of one provincial chapter. He always told me about good things that he had earned from this organization. When I was 24 years old, my dad died. His friends in the Thai Chamber of Commerce asked me to participate in the organization on behalf of my dad. I started the role as a provincial committee. I was the youngest committee in the provincial chapter. For 12 years I have learnt a lot on how to do business from people in this network. I get the opportunities to handle the challenge jobs and opportunities to have a meeting with ministers and top businessmen in Thailand. These values cannot find from other organizations.”*

## KEYINFO 05:

*“The followers’ outcomes of participating the Thai Chamber of Commerce are networks of entrepreneurs who have the same chemistry. We seek new members by invitation. We introduced our organization and benefits of being in the organization to a businessperson whom our group members are accepted. We introduced that we would like them to be a part of driving economic in our province... Come and join us and contribute the ideas and execution together. Please no worries about your business. When we know each other, the people in the network will refer good things to you. I am an example of gaining benefits from the organization.”*

*“I decided to continue the members because one part of our family is Thai Chamber of Commerce. My dad has been in the organization for 20+*

*years. My dad was the Chairperson of one provincial chapter. He groomed me and my wife to be committees in this network. Last six years I got appointed to be Young Entrepreneur Provincial Chair Chapter. It was challenge role...it started from zero. I had built the organizational structure, networks, and activities. From my works as Chair, I had opportunities to meet CEOs, governors, ministers, and many inspired persons. Also, I got ideas to develop my new businesses from their suggestions. Now my businesses grow in the international markets. I am impressed in this network. I always introduce this network to other entrepreneurs.”*

**KEYINFO 06:**

*“The followers’ outcomes of participating the Thai Chamber of Commerce are networks. I have earned the opportunities to develop new projects for the organization, and it creates values to businesspeople.”*

*“I love this Thai Chamber of Commerce. I have learnt a lot from top businesspeople in Thailand from involving in the organization. When I look back from the first day of being in the organization, I see myself in a new light.”*

**KEYINFO 07:**

*“The followers’ outcomes of participating the Thai Chamber of Commerce are networks for life and business opportunities. My life and business are getting better and better from being in the organization. The suggestions from experienced businesspeople are valuable.”*

*“I got the opportunities to be the Chairperson of young entrepreneur group of one provincial chapter. This role kept me going and being in the organization. Along the Chair journey, I have learnt many aspects...managing people, leading people, motivating people, etc.”*

**KEYINFO 08:**

*“I believe the followers’ outcomes of participating the Thai Chamber of Commerce are business networks, business opportunities, and friendship.”*

*“I like the way of work as a group with the same goals. We have missions in seeking for ideas of economic development. People in this network come to join for brainstorming without any pay but with passion.”*

According to the qualitative interviews, the key words can be seen in the table below.

Table 4.3 Summary of the thematic areas of the followers' outcomes

Categories	Theme	Terms of Reference	Counts
Followers' outcomes	Network	Business Network/ Social Network Ties	8 of 8
	Business Network Opportunities	Business Network Business Network/ Social Network Ties/ Efficacy	8 of 8
	Learning from experienced businesspeople/activities/roles & responsibilities	Efficacy	8 of 8
	Friend/ Friendship	Social Network Ties	8 of 8
	Knowledge/ perspectives/ ideas	Efficacy	8 of 8
	Ability	Efficacy	6 of 8
	Challenge	Efficacy	6 of 8
	Referral	Social Network Ties	6 of 8
	Proud	Social Network Ties	5 of 8

The answers related to business opportunities, network opportunities, friendship, opening doors to referrals, being engaged in the community, keeping them in the loop of business news, developing their knowledge, ability and skills, and social badge value (including gaining social trust and credibility from society). Further, some of them said that this organization allowed them to work in areas in which they had never worked before; for example, having a meeting with ministers, governors, experienced businesspeople, developing projects for SME development, etc. These kinds of jobs allowed them to learn to manage new things and allowed them to learn on how to be leaders and followers.

According to the literature review and their answers, the followers' outcomes were grouped into three topics: the Business Network (Coleman, 1988; Hargadon & Sutton, 1997; Kock & Guillen, 2001; Mahmood et al., 2011; Zaheer & Bell, 2005), the Social Ties Network (Granovetter, 2005; Ibarra & Hunter, 2007), and Efficacy (Bandura, 1997; Bandura & Locke, 2003; Eden, 2001; Hannah et al., 2008).

In the case of the Thai Chamber of Commerce, the group leaders or provincial chairpersons and committee members need to interact people with people in their groups. The relationships become personalized, and friendships are developed at the meetings, conferences, and informal social gatherings.

The relationship of friendship ties is important in this case because people are willing to share information and discuss ideas with people with whom they have established bonds of friendship and trust (Granovetter, 2005). Efficacy also is positively related to transformational leadership. Bass (1985) stated relationship between transformational leadership and efficacy that "charismatic transformational leaders share their confidence in their followers and in their optimistic expectations about their followers' performance" (Bass, 1985)

Thus, the hypotheses among the independent variables and dependent variable were concluded as follows:

#### Transformational Leadership and Business Network

***H1a:*** Idealized Influence will be positively related to business network.

***H1b:*** Inspirational Motivation will be positively related to business network.

***H1c:*** Intellectual Stimulation will be positively related to business network.

***H1d:*** Individualized Consideration will be positively related to business network.

#### Transformational Leadership and Social Network Ties

***H2a:*** Idealized Influence will be positively related to social network ties.

***H2b:*** Inspirational Motivation will be positively related to social network ties.

***H2c:*** Intellectual Stimulation will be positively related to social network ties.

***H2d:*** Individualized Consideration will be positively related to social network ties.

### Transformational Leadership and Efficacy

*H3a: Idealized Influence will be positively related to efficacy.*

*H3b: Inspirational Motivation will be positively related to efficacy.*

*H3c: Intellectual Stimulation will be positively related to efficacy.*

*H3d: Individualized Consideration will be positively related to efficacy.*

- **Moderating Variables**

Next, in order to seek the moderating variables of the relationship between transformational leadership and follower outcomes, the question put to the respondents was: “*What would be the possible impacts related to being leaders and good outcomes for the organization?*” After that the next question was, “*Please prioritize three impacts affecting being leaders and developing good outcomes?*”

Interviewees KEYINFO 01, KEYINFO 02, KEYINFO 03, KEYINFO 04, KEYINFO 05, KEYINFO 06, KEYINFO 07, and KEYINFO 08 expressed their answers in the strong terms as follows:

KEYINFO 01:

*“...Being leader of the Thai Chamber of Commerce, he/she needs to Know Who, know how to deal with Who, and know how to treat with that who... More than that leaders need to motivate members to committed with goals and reach to the goals.”*

KEYINFO 02:

*“We are in the disruptive era. The leaders who have innovative mindset and thinking would create with the better outcomes...Leaders in Thai Chamber of Commerce lead to change, know how to develop innovation, and know the end results.”*

KEYINFO 03:

*“...Being leaders of provincial chapter, we need to be humble in some situations, speak out in some situations, perform ourselves impartial in some situations.... More than that, we need to create good relationship among members and create good relationship with stakeholders, as well as providing the opportunities for members to meet their goals.”*

## KEYINFO 04:

*“...Being effective leader in order to develop good outcomes would be managing stakeholders...As leaders and followers, we have to know our roles and responsibilities.”*

## KEYINFO 05:

*“More than performing on the leaders’ roles and responsibilities, it needs to find activities and benefits serving on members’ needs and wants. We found that our members wanted to expand their businesses. At that time, I called members for brainstorming to develop the projects together.... We got one idea. Then, I have motivated my members to develop this project, which have served not only for our chapter but our province...called innovative ecosystem project. We have co-developed with academic institute, governor team, and National Innovation Agency (NIA). Now, we have innovative lab, learning space/tools, and support center in our province. Members feel that they are belonging to the project development and they feel happy with the result.”*

## KEYINFO 06:

*“Image and the way to perform in the public would be the important of being leader of the Thai Chamber of Commerce. Communicating and Performing needs to show how smart they are.”*

## KEYINFO 07:

*“...know how to serve the needs of our members. Everyone member feel free to express and share their ideas fully. We always keep motivating them to develop new ideas for provincial projects. I always put the challenges to the working group. We are representative of provincial young entrepreneurs’ group who acts as change agent. We need to show our ability that we can drive the economy and society for our province.”*

## KEYINFO 08:

*“The mindset of being good supporter, entrepreneur, and leader would be groomed in the leaders of the Thai Chamber of Commerce.... More explaining on leader mindset, it would say leader need to pay attention to the present in order to reach the vision. They have to commit to missions, goals,*

*and execution. For present, I say we are in the fast-paced business world. As leader, we should take the members to know how-to do business in the challenging world. Yes, innovation, digital, creativity... how to make it happened. It is our jobs.”*

Their answers were related to managing difficult people, building strong connections, communication in each situation, leading meetings, giving impressive speeches, understanding their roles and responsibilities, knowing how to behave and treat others well, being good followers and good leaders, knowing how to be great followers and great leaders, etc.

Additionally, they were involved in innovative mindsets, creative thinking, opening spaces for new ideas, learning spaces/tools, being innovative leaders, creating space for creating innovative projects, motivating people, etc. From the qualitative interviews, the key words are listed in the table below.

Table 4.4 Summary of the thematic areas of the followers’ outcomes

Categories	Theme	Terms of Reference	Counts
Managing people	Dealing, managing, treating people	Political Skill	5 of 8
	Managing in each situation	Political Skill	3 of 8
	Managing stakeholders	Political Skill	3 of 8
	Managing relationship	Political Skill	3 of 8
Communication	Public speaking	Political Skill	3 of 8
	Manner/behavior in the public	Political Skill	3 of 8
Commitment	Commitment to the goals, roles and responsibility	Political Skill	5 of 8
Innovation	Motivate members to create new ideas	Innovative Work Behavior/ Creative Work Environment	6 of 8
	Develop new projects	Innovative Work Behavior/ Creative	6 of 8

Categories	Theme	Terms of Reference	Counts
		Work Environment	
	Brainstorming	Innovative Work Behavior/ Creative Work Environment	5 of 8
	Innovative Mindset	Innovative Work Behavior	5 of 8
Creative environment	Creative learning space	Creative Work Environment	3 of 8
	Creative environment/format for meeting	Creative Work Environment	3 of 8
	Comfortable environment for brainstorming & discussion	Creative Work Environment	3 of 8

According to the interviews, the respondents prioritized the following: 1) the skills and the competencies of managing and leading people; 2) innovation issues related to mindsets, thinking, behaviors, and learning spaces/tools; and 3) opportunities to share new ideas and develop new projects. Thus, this study selected three moderating variables to test the hypotheses:

- 1) Political Skills (Douglas, 2004; Ewen, 2013; Yukl, 2002, 2013)
- 2) Innovative Work Behavior (Avolio & Bass, 1990; Drucker, 1985; Farr & Ford, 1990; Hater & Bass, 1988; Kanter, 1988)
- 3) Creative Work Environment (Amabile et al., 1996; Boehnke et al., 2003; Choi, 2007; Elkins & Keller, 2003; Morrison & Phelps, 1999; Schein, 1992; Shin & Zhou, 2003; Yukl, 2002, 2013)

## 4.2 Respondents' Characteristics in the Quantitative Sample

In this section, the descriptive findings are summarized according to the relevant elements of the study, illustrated by distributions of percentages, mean scores, and standard deviation.

As shown in table 4.5, the final sample included 203 (n=203) individuals: the committee members of the Board of Trade/Thai Chamber of Commerce, Provincial Chamber of Commerce, and Young Entrepreneur Chamber of Commerce. The percentages of the respondents are described as follows: nearly 40% of the respondents were YEC Committee Members of the Provincial Chamber of Commerce; 34.5% of the respondents were committee members of the Board of Trade/Thai Chamber of Commerce; 12.3 % of the respondents were the YEC President of the Provincial Chamber of Commerce; 7.9% were committee members of the Provincial Chamber of Commerce; 3% were Chairpersons of the Provincial Chamber of Commerce; and 2.5% were committee members of the Sub-Committee of the Board of Trade/Thai Chamber of Commerce.

The respondents were from 62 provinces, including 29 Bangkok members (14.3%), 15 Chantaburi members (7.4%), 8 Kanchanaburi members (3.9%), 8 Krabi members (3.9%), 6 Nakorn Rachasima members (3.0%), and 166 other provincial members (67.5%).

The experiences of the respondents in the Thai Chamber of Commerce were as follows: 65% of the respondents had 0-5 years of experience; 21.2% of the respondents had 6-11 years of experience; 9.4% of the respondents had 12-15 years of experience; 8% of the respondents had 16-20 years of experience; and 0.5% of the respondents had experience of more than 20 years.

The first rank of interests/motives/reasons for being on the Board of Trade/Thai Chamber of Commerce or Provincial Chamber of Commerce was “seeking networks of businesspeople with whom to exchange knowledge/viewpoints” (57.1%); the second rank was the following: “They believe that their capability can drive the organization to meet the missions” (26.1%); and the third rank was “learning how to work with people outside their company” (8.4%). The details of the profiles of the respondents are shown in Table 4.5 below:

Table 4.5 Profiles of the Respondents (as a member of the Thai Chamber of Commerce)

<b>Profiles of Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Being Committee Member Board of Trade/ Thai Chamber of Commerce or Provincial Chamber of Commerce</b>		
Yes	203	100%
No	0	0
<b>Position in Board of Trade/ Thai Chamber of Commerce or Provincial Chamber of Commerce</b>		
Chairperson of Provincial Chamber of Commerce	6	3%
Committee member of Board of Trade/ Thai Chamber of Commerce	70	34.5%
Committee member of Provincial Chamber of Commerce	16	7.9%
Committee member of Sub-Committee of the Board of Trade/ Thai Chamber of Commerce	5	2.5%
YEC President - Young Entrepreneur Chamber of Commerce	25	12.3%
President of Provincial Chamber of Commerce		
YEC Committee Member - Young Entrepreneur Chamber of Commerce	81	39.9%
Commerce Committee Member of Provincial Chamber of Commerce		
<b>Provincial Member</b>		
Bangkok	29	14.3%
Chantaburi	15	7.4%
Kanchanaburi	8	3.9%
Krabi	8	3.9%
Nakorn Rachasima	6	3%
Others	166	67.5%
<b>Years of Experience in the Thai Chamber of Commerce</b>		
0 - 5 Years	132	65%
6 - 11 Years	43	21.2%

<b>Profiles of Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
12 - 15 Years	19	9.4%
16 - 20 Years	8	3.9%
More than 20 Years	1	0.5%
<b>Interests/Motives/Reasons for being on the Board of Trade/Thai Chamber of Commerce or Provincial Chamber of Commerce</b>		
Seek networks of businesspeople to exchange knowledge /viewpoints	116	57.1%
Believe their capability can drive the organization to meet missions	53	26.1%
Learn on how to work with people outside their company	17	8.4%
Seek knowledge in order to improve their business	12	5.9%
Earn benefits of attending the organization's programs	4	2.0%
Others	1	0.5%

Of the 203 respondents, 98.5% were entrepreneurs and executive persons, composed of 76 CEO/Presidents (37.4%), 44 Chairpersons (21.7%), 26 Vice Presidents (12.8%), 21 Directors (10.3%), 16 Board members (7.6%), and 15 Managers (7.4%).

Sixty-two point one percent of the respondents had 0-50 employees in their company, 17.2% of the respondents had 51-100 employees, and 12.8% of the respondents had more than 200 employees. Regarding the number of employees under their supervision, 68.5% of the respondents had 0-20 employees under their supervision, 13.8% of the respondents had 21-40 employees under their supervision, 10.8% of the respondents had 41-50 employees under their supervision, 4.4 % of the respondents had 51-60 employees under their supervision, and 2.5% of the respondents had more than 60 employees under their supervision.

Regarding their work experience, 36% of the respondents had 6-10 years of work experience; 33.5% had 11-15 years of work experience; 21.1% had 0-5 years of work experience; and 9.4% of the respondents had more than 20 years of work experience.

Of the 203 respondents, nearly 60% were 31-40 years old, and 60 persons were 36-40 years of age (29.6% of the respondents) and 59 persons were 31-35 years of age (29.1% of the respondents). Thirteen point three percent of the respondents were 25-30 years old, 11.3% were 41-45 years old, and 6.4% of the respondents were 56-60 years of age.

In terms of their education level, 121 of the 203 respondents, equaling 59.6%, had completed the master's degree, 33.5% completed the bachelor's degree, and 3.9% completed the doctoral degree—only 3% had an education level under a bachelor's degree. The details of the personal profiles are shown in table 4.6 as below.

Table 4.6 Personal Profiles of the Respondents

<b>Personal Profiles of Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Being Entrepreneur or Executive Employee</b>		
Yes	200	98.5%
No	3	1.5%
<b>Position</b>		
Chairperson	44	21.7%
Board member	16	7.9%
CEO/President	76	37.4%
Vice /Asst. President	26	12.8%
Director	21	10.3%
Manager	15	7.4%
Others	5	2.5%
<b>Number of Employees</b>		
0-50 persons	126	62.1%
51-100 persons	35	17.2%
101-150 persons	9	4.4%
151-200 persons	7	3.4%
More than 200 persons	26	12.8%
<b>Number of employees under their supervision</b>		
0-20 persons	139	68.5%
21-40 persons	28	13.8%
41-50 persons	22	10.8%

<b>Personal Profiles of Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
51-60 persons	9	4.4%
More than 60 persons	5	2.5%
<b>Years of Work Experience</b>		
0-5 Years	43	21.2%
6-10 Years	73	36.0%
11-15 Years	68	33.5%
16-20 Years	0	0
More than 20 Years	19	9.4%
<b>Age</b>		
Less than 25 Years	1	0.5%
25-30 Years	27	13.3%
31-35 Years	59	29.1%
36-40 Years	60	29.6%
41-45 Years	23	11.3%
46-50 Years	12	5.9%
51-55 Years	6	3.0%
56-60 Years	13	6.4%
More than 60 Years	2	1.0%
<b>Highest level of Their Education</b>		
Less than Bachelor's Degree	6	3.0%
Bachelor's Degree	68	33.5%
Master's Degree	121	59.6%
Doctorate	8	3.9%

### 4.3 Descriptive Analysis of the Quantitative Data

The description of the findings in this section was summarized by illustrating the mean scores and standard deviations of the factors. The results of the mean scores and standard deviations of transformational leadership, followers' performance outcomes, political skill, innovative work behavior, and creative work environment are shown in the table 4.7.

According to table 4.7, the 1<sup>st</sup> rank of the mean scores for transformational leadership was intellectual stimulation ( $\bar{x} = 3.56$ ). It explained that leaders of the organization encourage followers to examine new ways of solving problems (Avolio & Bass, 1995). The 2<sup>nd</sup> rank of the mean scores was idealized influence ( $\bar{x} = 3.52$ ), in which the leaders communicated the values, purpose, and organizational mission in a way that motivated respect and pride (Avolio & Bass, 1995). The 3<sup>rd</sup> rank of the mean scores was inspiration motivation ( $\bar{x} = 3.23$ ), where the leaders showed visible optimism and excitement about the future (Avolio & Bass, 1995). The 4<sup>th</sup> rank was individualized consideration, in which leaders demonstrated by a focus on mentoring followers and attending to their development and needs (Avolio & Bass, 1995).

The mean scores for the followers' performance outcomes were ranked as follows: the 1<sup>st</sup> rank was social network ties ( $\bar{x} = 3.59$ ), the 2<sup>nd</sup> rank was efficacy ( $\bar{x} = 3.45$ ), and the 3<sup>rd</sup> rank was business network ( $\bar{x} = 3.42$ ). It explained that the respondents perceived the first performance outcomes were social network ties, including friendship networks, sharing knowledge and experience, and referring networks from friend to friend. The second rank was efficacy, including developing themselves from learning, observing, engaging with people in the network, developing their skills and capability by being committee members/work teams in the network. The third rank was the business network, including receiving opportunities to be involved in economic discussions, and earning benefits from business knowledge/activities.

According to table 4.7 as part of the moderating factors, the first rank of the mean scores and standard deviation was innovative work behavior ( $3.44 \pm 0.61$ ). This meant that members were encouraged to brainstorm, sought opportunities, created new ideas, and created new projects. The second rank was a creative work environment ( $3.19 \pm 0.66$ ); this meant creating a comfortable environment in meetings, letting everyone be involved, and being open to ideas and discussion. The third rank was political skill ( $3.13 \pm 0.60$ ); this meant being committee members developing the skills of communicating and negotiating in formal and non-focal situations, dealing with conflicts, and also learning by building good relationships with stakeholders.

#### 4.4 Correlation Analysis of the Quantitative Data

The correlation analysis was used to further examine the internal consistency of the research apparatus. Table 4.7 shows the correlation results for the research variables.

Table 4.7 Means, Standard Deviations, and Bivariate Correlation among the Study Variables

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
<b>1.Idealized Influence</b>	3.52	0.44	-									
<b>2.Inspiration Motivation</b>	3.23	0.53	0.629*	-								
<b>3.Intellectual Stimulation</b>	3.56	0.48	0.623*	0.569*	-							
<b>4.Individualized Consideration</b>	3.13	0.49	0.499*	0.503*	0.510*	-						
<b>5.Political Skill</b>	3.13	0.57	0.525*	0.431*	0.467*	0.551*	-					
<b>6.Innovative Work Behavior</b>	3.44	0.61	0.641*	0.440*	0.685*	0.561*	0.411*	-				
<b>7.Creative Work Environment</b>	3.19	0.66	0.559*	0.489*	0.632*	0.431*	0.380*	0.701*	-			
<b>8.Business Network</b>	3.42	0.67	0.529*	0.347*	0.496*	0.417*	0.255*	0.648*	0.566*	-		
<b>9.Social Network Ties</b>	3.59	0.60	0.562*	0.382*	0.660*	0.431*	0.307*	0.703*	0.585*	0.729**	-	
<b>10. Efficacy</b>	3.45	0.59	0.578*	0.489*	0.549*	0.548*	0.492*	0.659*	0.572*	0.617**	0.706**	-

Note: N =203 variables, \*p<0.05 \*\* p<0.01

The means, standard deviations, and bivariate correlations among the study variables are reported in table 4.7. The results of the bivariate correlation were positively correlated with each other ( $r>0$ ), and the variables moved in the same direction. The results in table 4.7 had a highly-positive correlation, a moderated positive correlation, and a low positive correlation as described as follows.

The results of high positive bivariate correlation were  $r$  scores of 0.60 to 0.79. The transformational leadership for the topic of idealized influence was correlated with innovative work behavior ( $r=0.641$ ,  $p < 0.05$ ). Additionally, transformational leadership for the topic of intellectual motivation was correlated with innovative work behavior ( $r=0.685$ ,  $p < 0.05$ ), and a creative work environment ( $r=0.632$ ,  $p > 0.05$ ) was correlated with social network ties ( $r=0.660$ ,  $p < 0.05$ ).

The results of the moderate positive correlation were  $r$  scores of 0.40 to 0.59. Transformational leadership for the topic of idealized influence was correlated with political skill ( $r=0.525$ ,  $p < 0.05$ ), a creative work environment ( $r=0.559$ ,  $p < 0.05$ ), business network ( $r=0.529$ ,  $p < 0.05$ ), social network ties ( $r=0.562$ ,  $p < 0.05$ ), and efficacy ( $r=0.578$ ,  $p < 0.05$ ).

The transformational leadership in the topic of inspiration motivation was correlated with political skill ( $r=0.431$ ,  $p < 0.05$ ), innovative work behavior ( $r=0.440$ ,  $p < 0.05$ ), creative work environment ( $r=0.489$ ,  $p < 0.05$ ), and efficacy ( $r=0.489$ ,  $p < 0.05$ ).

The transformational leadership in the topic of intellectual stimulation was correlated with political skill ( $r=0.467$ ,  $p < 0.05$ ), business network ( $r=0.496$ ,  $p < 0.05$ ) and efficacy ( $r=0.549$ ,  $p < 0.05$ ).

The transformational leadership in the topic of individualized consideration was correlated with political skill ( $r=0.551$ ,  $p < 0.05$ ), innovative work behavior ( $r=0.561$ ,  $p < 0.05$ ), creative work environment ( $r=0.431$ ,  $p < 0.05$ ), business network ( $r=0.417$ ,  $p < 0.05$ ), social network ties ( $r=0.431$ ,  $p < 0.05$ ), and efficacy ( $r=0.548$ ,  $p < 0.05$ ).

The results of the low positive correlation were  $r$  scores of 0.20 to 0.39. Transformational leadership for the topic of inspiration motivation was correlated with business network ( $r=0.347$ ,  $p < 0.05$ ), and social network ties ( $r=0.382$ ,  $p < 0.05$ ).

#### **4.5 Results of the Hypothesis Testing**

In this hypothesis testing section, the objectives are to examine the relationship between transformational leadership and followers' performance

outcomes, as well as to examine the relationships moderating political skill, innovative work behavior, and a creative work environment.

The following hypotheses were tested using analysis of variance (ANOVA), Pearson's correlation coefficient, and multiple regression to measure the relationships between the independent and dependent variables. In order to make the decision regarding to multiple regression model, the study needed to verify the goodness of fit, test for significance of regression, and generate maximum likelihood parameter estimates in the multiple regression model.

In order to ensure that the statistical analyses were valid, each hypothesis first validated the effect of multicollinearity as well as checked the residual plots for goodness of fit.

In the study of multiple regression models, it was suggested that the independent variables included in the model should not be multicollinear (Mela & Kopalle, 2002). The multicollinearity occurs when the independent variables in a regression model are highly correlated (Mela & Kopalle, 2002). When variables are correlated, any of the following pitfalls could be exacerbated, such as excluding important predictor variables, missing data, and autocorrelation (Mela & Kopalle, 2002).

The method of detecting multicollinearity is the variance inflation factor (VIF). A VIF of 1 means that there is no correlation among the predictor variables, and the variance is not inflated (Mela & Kopalle, 2002). The general rule of thumb is that the VIFs exceeding 4 warrant further investigation while VIFs exceeding 10 are a sign of serious multicollinearity requiring correction (Mela & Kopalle, 2002). Further, hypotheses are verified for fit by checking the residual plots by analyzing p-values with a 95% confidence interval.

Then, the significance tests of each variable are interpreted by p-value and the coefficient in the regression analysis to explain the relationships (Pardoe, 2012). The p-value for the coefficient indicates whether these relationships are statistically significant (Pardoe, 2012). In this study, the null hypothesis was rejected, and the p-value was much less than a 0.05 significance level (Pardoe, 2012). The coefficients describe the mathematical relationship between each independent variable and the dependent variable.

In regression, the  $R^2$  coefficient of determination is a statistical measure of how well the regression line approximates the real data points (Pardoe, 2012). An  $R^2$  of 1 indicates that the regression line perfectly fits the data. If the  $R^2$  is close to 0, the model is not able to describe the data. In the case of small samples, the result of the  $R^2$  should be adjusted to “adjusted  $R^2$ ” in order to control for overestimates of the population and to weigh the proportion of variation explained with the number of predictors (Pardoe, 2012). The results of hypotheses are described as follows:

#### **4.5.1 Transformational Leadership and Follower’s Performance Outcomes**

##### *1. Transformational Leadership and Business Networks*

*H1a: Idealized influence is positively related to business networks.*

*H1b: Inspirational motivation is positively related to business networks.*

*H1c: Intellectual stimulation is positively related to business networks.*

*H1d: Individualized consideration is positively related to business networks.*

Multiple regression analysis was conducted to examine the relationship between transformational leadership, consisting of 4 factors (idealized influence, inspiration motivation, intellectual stimulation, and individualized consideration) and the business network. Table 4.8 and table 4.9 summarize the descriptive statistics and analysis results.

To verify the goodness of fit, the results of the Durbin-Watson test was 1.786, which was in the range of 1.5 to 2.5; this meant that this relationship did not demonstrate an autocorrelation. Table 4.5 in the section on the collinearity statistics shows that the tolerance values of the independent variables were 0.475 -0.645, which was more than 0.2. Further, the variance inflation factors were 1.551 -2.105, which was less than 4.0 (following the rule of the regression model). This meant that multicollinearity was not present. Additionally, figure 4.1 shows the residual plot lying approximately on a straight line.

In Table 4.8 (ANOVA), the hypothesis verified the correlation by analyzing the p-values with a 95% confidence interval. The p-value result was 0.000, which was less than 0.05.

Table 4.8 Model Summary with ANOVA (Transformational Leadership and Business Network)

	Sum of Squares	Df	Mean Square	F	p-value
Regression	33.458	8	4.182	14.238	0.000*
Residual	56.984	194	0.294		
Total	90.442	202			

\*p<0.05

Durbin-Watson = 1.786

Note:

Predictors: (Constant), Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspiration Motivation  
 Dependent Variable: Business Network

Table 4.9 Coefficients

Variables	B	SE	Standardize d Coefficients Beta	T	p-value	Collinearity Statistics	
						Tolerance	VIF
Constant	.050	.382		0.132	0.895		
Idealized Influence (X <sub>1</sub> )	.531	.125	.357	4.263	<b>0.000*</b>	.475	2.105
Inspiration Motivation (X <sub>2</sub> )	-.136	.100	-.108	-1.355	0.177	.514	1.947

Intellectual Stimulation (X <sub>3</sub> )	.332	.108	.241	3.072	<b>0.002*</b>	.528	1.893
Individualized Consideration (X <sub>4</sub> )	.202	.083	.173	2.443	<b>0.015*</b>	.645	1.551
				$r = 0.608$	$R^2 = 0.370$		
				Adjusted $R^2 =$ 0.344	F change = 14.238 ( $p=0.000$ )		

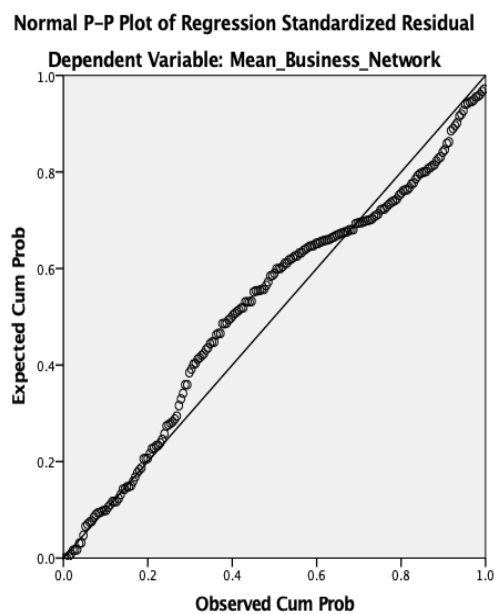
\* $p < 0.05$ 

Figure 4.1 Normal Plot of the Regression of Standardized Residual (Dependent Variable: Business Network)

In table 4.9 (coefficients), the variables that were significantly correlated with business network were idealized influence (X<sub>1</sub>) ( $B = 0.357$ ,  $p = 0.000$ ), intellectual stimulation (X<sub>3</sub>) ( $B=0.241$ ,  $p = 0.002$ ), and individualized consideration (X<sub>4</sub>) ( $B=0.173$ ,  $p = 0.015$ ). The  $p$ -values of these three variables were less than 0.05, indicating a positive relationship with Business Network.

Therefore, H1a, H1c, and H1d were accepted. However, inspiration motivation (X<sub>2</sub>) ( $B= -0.136$ ,  $p =0.177$ ) was greater than 0.05. This indicated that it did not have a positive relationship with business network. The adjusted  $R^2$  of the model was 0.344,

meaning that these four dimensions of transformational leadership explained 34.4% of the variance in the Business Network.

## 2. Transformational Leadership and Social Network Ties

**H2a:** Idealized influence is positively related to social network ties.

**H2b:** Inspirational motivation is positively related to social network ties.

**H2c:** Intellectual stimulation is positively related to social network ties.

**H2d:** Individualized consideration is positively related to social network ties.

A multiple regression analysis was conducted in order to examine the relationship between Transformational Leadership, consisting of 4 factors (Idealized Influence, Inspiration Motivation, Intellectual Stimulation, and Individualized Consideration) and Social Network Ties. Table 4.10 and Table 4.11 summarize the descriptive statistics and analysis results.

To verify the goodness of fit, the result of the Durbin-Watson test was 1.876, which was in the range of 1.5 to 2.5; this meant that this relationship was not autocorrelated. Table 4.7 in the section on the collinearity statistics shows that the tolerance values of the independent variables were 0.475 -0.645, which was more than 0.2. Further, the variance inflation factors were 1.551-2.105, which was less than 4.0 (following the rule of the regression model). This meant that there was multicollinearity. Additionally, figure 4.2 shows the residual plot lying approximately on a straight line.

In Table 4.10 (ANOVA), the hypothesis verified the correlation by analyzing the p-values with a 95% confidence interval. The p-value result was 0.000, which was less than 0.05.

Table 4.10 Model Summary with ANOVA (Transformational Leadership and Social Network Ties)

	Sum of Squares	Df	Mean Square	F	p-value
Regression	38.733	8	4.842	26.123	0.000*
Residual	35.956	194	0.185		

Total 74.689 202

\*p<0.05

Durbin-Watson = 1.876

Note:

a. Predictors: (Constant), Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspiration Motivation

b. Dependent Variable: Social Network Ties

Table 4.11 Coefficients

Variables	B	SE	Standardized Coefficients Beta	T	p-value	Collinearity Statistics	
						Tolerance	VIF
Constant	.088	.304		0.209	0.772		
Idealized Influence (X <sub>1</sub> )	.412	.099	.301	4.160	<b>0.000*</b>	.475	2.105
Inspiration Motivation (X <sub>2</sub> )	.129	.080	.112	-1.615	0.108	.514	1.947
Intellectual Stimulation (X <sub>3</sub> )	.627	.086	.500	7.299	<b>0.000*</b>	.528	1.893
Individualized Consideration (X <sub>4</sub> )	.125	.066	.118	1.910	0.058	.645	1.551
			r = 0.720				R <sup>2</sup> = 0.519
			Adjusted R <sup>2</sup> = 0.499				F change = 26.123 (p=0.000)

\*p<0.05

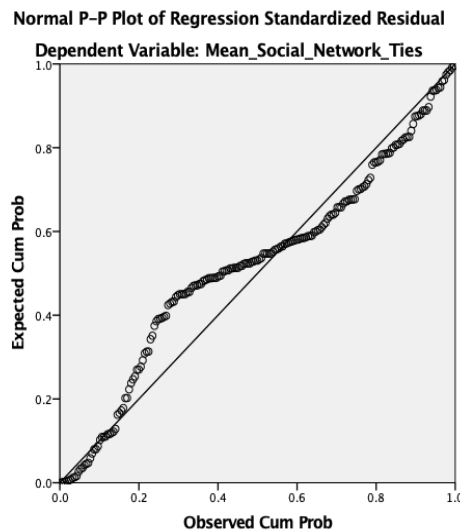


Figure 4.2 Normal Plot of Regression of Standardized Residual (Dependent Variable: Social Network Ties)

In Table 4.11 (coefficients), the variables that had a significant correlation with social network ties were Idealized Influence ( $X_1$ ) ( $B= 0.301$   $p =0.000$ ) and Intellectual Stimulation ( $X_3$ ) ( $B=0.500$ ,  $p =0.000$ ). The p-values of these two variables were less than 0.05, indicating a positive relationship with the Social Network Ties.

Therefore, H2a and H2c were accepted. However, inspiration motivation ( $X_2$ ) ( $B= -0.129$ ,  $p =0.108$ ) and individualized consideration ( $X_4$ ) ( $B=0.125$ ,  $p = 0.058$ ), were greater than 0.05. This indicated that those variables did not have a positive relationship with social network ties. The adjusted  $R^2$  of the model was 0.499, meaning that these four dimensions of transformational leadership explained 49.9% of the variance in Social Network Ties.

### 3. Transformational Leadership and Efficacy

**H3a:** *Idealized influence is positively related to efficacy.*

**H3b:** *Inspirational motivation is positively related to efficacy.*

**H3c:** *Intellectual stimulation is positively related to efficacy.*

**H3d:** *Individualized consideration is positively related to efficacy.*

A multiple regression analysis was conducted in order to examine the relationship between Transformational Leadership, consisting of 4 factors (Idealized Influence, Inspiration Motivation, Intellectual Stimulation, and Individualized Consideration), and Efficacy. Table 4.12 and Table 4.13 summarize the descriptive statistics and analysis results.

In order to verify the goodness of fit, the result of the Durbin-Watson test was 1.862, which was in the range of 1.5 to 2.5; that meant that this relationship was not autocorrelated. Table 4.9 in the section on the collinearity statistics shows that the tolerance values of the independent variables were 0.475 -0.645, which was greater than 0.2. Additionally, the variance inflation factors were 1.551-2.105, which was less than 4.0 (following the rule of the regression model). This meant that multicollinearity was not present. Further, figure 4.3 shows the residual plot lying approximately on a straight line.

In Table 4.12 (ANOVA), the hypothesis is verified by analyzing the p-values with a 95% confidence interval. The p-value result was 0.000, which was less than 0.05.

Table 4.12 Model Summary with ANOVA (Transformational Leadership and Efficacy)

	Sum of Squares	Df	Mean Square	F	p-value
Regression	33.943	8	4.243	21.480	0.000*
Residual	38.319	194	0.198		
Total	72.262	202			

\*p<0.05

Durbin-Watson = 1.862

Note

a. Dependent Variable: Efficacy

b. Predictors: (Constant), Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspiration Motivation

Table 4.13 Coefficients

Variables	B	SE	Standardized Coefficients Beta	T	p-value	Collinearity Statistics	
						Tolerance	VIF
Constant	.079	.313		0.252	0.801		
Idealized Influence (X <sub>1</sub> )	.406	.102	.302	3.978	<b>0.000*</b>	.475	2.105
Inspiration Motivation (X <sub>2</sub> )	.076	.082	-.067	0.925	0.356	.514	1.947
Intellectual Stimulation (X <sub>3</sub> )	.238	.089	.193	2.686	<b>0.008*</b>	.528	1.893
Individualized Consideration (X <sub>4</sub> )	.296	.068	.284	4.365	<b>0.000*</b>	.645	1.551
			$r = 0.685$	$R^2 = 0.470$			
			Adjusted $R^2 = 0.448$	F change = 21.480		(p = 0.000)	

\*p&lt;0.05

Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Mean\_Efficacy

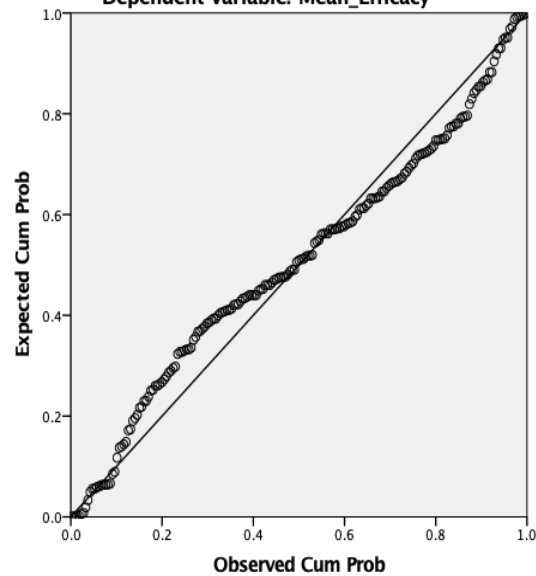


Figure 4.3 Normal Plot of Regression of Standardized Residual (Dependent Variable: Efficacy)

In Table 4.13 (coefficients), the variables that had a significant correlation with efficacy were idealized influence ( $X_1$ ) ( $B= 0.302$ ,  $p=0.000$ ), intellectual stimulation ( $X_3$ ) ( $B=0.193$ ,  $p =0.008$ ), and individualized consideration ( $X_4$ ) ( $B=0.284$ ,  $p=0.000$ ). The p-values of these three variables were less than 0.05, indicating a positive relationship with the efficacy.

Therefore, H3a, H3c, and H3d were accepted. However, inspiration motivation ( $X_2$ ) ( $B= 0.076$ ,  $p =0.356$ ) was more than 0.05. This indicated that it did not have a positive relationship with efficacy. The adjusted  $R^2$  of the model was 0.448, meaning that these four dimensions of transformational leadership explained 44.8% of the variance in efficacy.

Table 4.14 Conclusion: hypothesis results for the independent and dependent variables

Hypothesis	Results
<b><u>1. Transformational Leadership and Business Networks</u></b>	
<b>H1a:</b> Idealized influence is positively related to business networks.	Accepted
<b>H1b:</b> Inspirational motivation is positively related to business networks.	Not Accepted
<b>H1c:</b> Intellectual stimulation is positively related to business networks.	Accepted
<b>H1d:</b> Individualized consideration is positively related to business networks.	Accepted
<b><u>2. Transformational Leadership and Social Network Ties</u></b>	
<b>H2a:</b> Idealized influence is positively related to social network ties.	Accepted

<b>H2b:</b> Inspirational motivation is positively related to social network ties.	Not Accepted
<b>H2c:</b> Intellectual stimulation is positively related to social network ties.	Accepted
<b>H2d:</b> Individualized consideration is positively related to social network ties.	Not Accepted
<b><u>3. Transformational Leadership and Efficacy</u></b>	
<b>H3a:</b> Idealized influence is positively related to efficacy.	Accepted
<b>H3b:</b> Inspirational motivation is positively related to efficacy.	Not Accepted
<b>H3c:</b> Intellectual stimulation is positively related to efficacy.	Accepted
<b>H3d:</b> Individualized consideration is positively related to efficacy.	Accepted

#### **4.5.2 Analyzing the Moderating Variables**

A moderating variable is a variable that “moderates the effect” of an independent variable on its dependent variable. The moderating role of the M variable is to alter the strength/effect of the causal relationship (Aiken & Stephen, 1985; Aiken, West, & Reno, 1991).

In this study, the regression analysis was used to test whether the 4 key characteristics of transformational leaders were positively related to business networks (H1a, H1b, H1c, and H1d), social network ties (H2a, H2b, H2c, and H2d), and efficacy ((H3a, H3b, H3c, and H3d), as well as whether political skill, innovative work behavior, and creative work environment would moderate these relationships.

Following the method outlined by Aiken and Stephen (1985); Aiken et al. (1991), the 4 key characteristics of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and political skill, innovative work behavior, and creative work environment scores

were first centered around their respective mean. Next, the results calculated the interaction scores by multiplying the mean centered on the 4 key characteristics of transformational leadership with political skill, innovative work behavior, and creative work environment respectively.

To test for the moderating effects, the study was carried out following the regression process. The p-value ( $<0.05$ ) indicated the significant positive linear effects of the independent and dependent variables. The findings of the moderating variables are described as follows:

#### 4. Political Skill Moderating Transformational Leadership and Business Networks

*H4a: Political skill positively moderates the relationship of idealized influence and business networks.*

*H4b: Political skill positively moderates the relationship of inspirational motivation and business networks.*

*H4c: Political skill positively moderates the relationship of intellectual stimulation and business networks.*

*H4d: Political skill positively moderates the relationship of individualized consideration and business networks.*

Table 4.15 Standardized coefficient of political skill moderating the relationship between transformational leadership and business networks

Independent Variables	Dependent variable			
	Business Networks			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.531	0.000*	0.007	0.951
Inspiration motivation	-0.136	0.177	0.024	0.811
Intellectual stimulation	0.332	0.002*	-0.071	0.463
Individualized consideration	0.202	0.015*	-0.122	0.183
R <sup>2</sup>	0.370		0.405	

\*p<0.05

According to Table 4.15, Model 1 provided the results for the business networks and the variables of transformational leadership. Model 2 provided the results of political skills moderating business networks and the variables of transformational leadership.

Model 1 showed the results that idealized influence, intellectual stimulation, and individualized consideration had a positive relationship with business networks. Only inspirational motivation did not have a positive relationship with business networks. The  $R^2$  of the model 1 was 0.370, meaning that these four dimensions of transformational leadership explained 37% of the variance in business networks.

Model 2 presented the results that when political skill moderates the relationship of business networks and the variables of transformational leadership, the p-values of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are greater than 0.05. It can be considered that the influence of the interaction among idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, and political skill on business networks was not significant. Thus, H5a, H5b, H5c and H5d were not accepted. The  $R^2$  of the model 2 was 0.405, meaning that political skill moderating the four dimensions of transformational leadership explained 40.5% of the variance in business networks.

##### 5. Political Skill Moderating Transformational Leadership and Social Network Ties

**H5a:** *Political skill positively moderates the relationship of idealized influence and social network ties.*

**H5b:** *Political skill positively moderates the relationship of inspirational motivation and social network ties.*

**H5c:** *Political skill positively moderates the relationship of intellectual stimulation and social network ties.*

**H5d:** *Political skill positively moderates the relationship of individualized consideration and social network ties.*

Table 4.16 Standardized coefficient of political skill moderating the relationship between transformational leadership and social network ties

Independent Variables	Dependent variable			
	Social Network Ties			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.412	0.000*	0.067	0.519
Inspiration motivation	-0.129	0.108	-0.019	0.826
Intellectual stimulation	0.627	0.000*	-0.197	0.021*
Individualized consideration	0.125	0.058	-0.016	0.841
R <sup>2</sup>	0.519		0.547	

\*p<0.05

According to Table 4.16, model 1 provided the results for social network ties and the variables of transformational leadership. Model 2 provided the results of political skills moderating social network ties and the variables of transformational leadership.

Model 1 showed the results that idealized influence and intellectual stimulation had a positive relationship with social network ties. The R<sup>2</sup> of the model 1 was 0.519, meaning that these four dimensions of transformational leadership explained 51.9% of the variance in social network ties.

Model 2 demonstrated that the p-values of intellectual stimulation were less than 0.05. It can be considered that the influence of the interaction between intellectual stimulation and political skill on business networks was significant (B= -0.197, p= 0.021). This showed that political skill moderated the relationship between intellectual stimulation and social network ties. Thus, H5c was accepted.

The p-values of idealized influence, inspirational motivation, and individualized consideration were not less than 0.05. Thus, H5a, H5b, and H5d were not accepted. The R<sup>2</sup> of the model 2 was 0.547, meaning that political skill

moderating the four dimensions of transformational leadership explained 54.7% of the variance in social network ties.

6. Political skill Moderating Transformational Leadership and Efficacy

**H6a:** Political skill positively moderates the relationship of idealized influence and efficacy.

**H6b:** Political skill positively moderates the relationship of inspirational motivation and efficacy.

**H6c:** Political skill positively moderates the relationship of intellectual stimulation and efficacy.

**H6d:** Political skill positively moderates the relationship of individualized consideration and efficacy.

Table 4.17 Standardized coefficient of political skill moderating the relationship between transformational leadership and efficacy

Independent Variables	Dependent variable			
	Efficacy			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.406	0.000*	0.084	0.448
Inspiration motivation	0.076	0.356	-0.082	0.382
Intellectual stimulation	0.238	0.008*	-0.090	0.318
Individualized consideration	0.296	0.000*	-0.016	0.851
R <sup>2</sup>	0.470		0.485	

\*p<0.05

According to Table 4.17, model 1 provided the results for efficacy and the variables of transformational leadership. Model 2 provided the results of political skills moderating efficacy and the variables of transformational leadership.

Model 1 showed the results that idealized influence, intellectual stimulation, and individualized consideration had a positive relationship with efficacy. The  $R^2$  of the model 1 was 0.470, meaning that these four dimensions of transformational leadership explained 47% of the variance in efficacy.

Model 2 demonstrated that the p-values of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration were greater than 0.05. It can then be considered that the influence of the interaction between idealized influence, inspirational motivation, intellectual stimulation and individualized consideration and political skill on efficacy was not significant. Thus, H6a, H6b, H6c and H6d were not accepted. The  $R^2$  of the model 2 was 0.485, meaning that political skill moderating the four dimensions of transformational leadership explained 48.5% of the variance in efficacy.

#### 7. Innovative Work Behavior Moderating Transformational Leadership and Business Networks

***H7a:** Innovative work behavior positively moderates the relationship of idealized influence and business networks.*

***H7b:** Innovative work behavior positively moderates the relationship of inspirational motivation and business networks.*

***H7c:** Innovative work behavior positively moderates the relationship of intellectual stimulation and business networks.*

***H7d:** Innovative work behavior positively moderates the relationship of individualized consideration and business networks.*

Table 4.18 Standardized coefficient of innovative work behavior moderating the relationship between transformational leadership and business networks

Independent Variables	Dependent variable			
	Business Networks			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.531	0.000*	0.012	0.896
Inspiration motivation	-0.136	0.177	0.140	0.076
Intellectual stimulation	0.332	0.002*	-0.164	0.057
Individualized consideration	0.202	0.015*	-0.142	0.059
R <sup>2</sup>	0.370		0.487	

\*p<0.05

According to Table 4.18, Model 1 provided the results for business networks and the variables of transformational leadership. Model 2 provided the results of innovative work behavior moderating business networks and the variables of transformational leadership.

Model 1 showed the results that idealized influence, intellectual stimulation, and individualized consideration had a positive relationship with business networks. The R<sup>2</sup> of the model 1 was 0.370, meaning that these four dimensions of transformational leadership explained 37% of the variance in business networks.

Model 2 presented the results that the p-values of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration were greater than 0.05. It can be considered that the influence of the interaction among idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and innovative work behavior on business networks was not significant. Thus, H7a, H7b, H7c, and H7d were not accepted. The R<sup>2</sup> of the model 2 was 0.487, meaning that innovative work behavior moderating the four dimensions of transformational leadership explained 48.7% of the variance in business networks.

#### 8. Innovative Work Behavior Moderating Transformational Leadership and Social Network Ties

*H8a: Innovative work behavior positively moderates the relationship of idealized influence and social network ties.*

*H8b: Innovative work behavior positively moderates the relationship of inspirational motivation and social network ties.*

*H8c: Innovative work behavior positively moderates the relationship of intellectual stimulation and social network ties.*

*H8d: Innovative work behavior positively moderates the relationship of individualized consideration and social network ties.*

Table 4.19 Standardized coefficient of innovative work behavior moderating the relationship between transformational leadership and social network ties

Independent Variables	Dependent variable			
	Social Network Ties			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.412	0.000*	-0.009	0.903
Inspiration motivation	-0.129	0.108	0.102	0.128
Intellectual stimulation	0.627	0.000*	-0.257	0.001*
Individualized consideration	0.125	0.058	-0.051	0.422
R <sup>2</sup>	0.519		0.629	

\*p<0.05

According to Table 4.19, Model 1 provided the results for social network ties and the variables of transformational leadership. Model 2 provided the results of innovative work behavior moderating social network ties and the variables of transformational leadership.

Model 1 showed the results that idealized influence, intellectual stimulation, and individualized consideration had a positive relationship with social network ties. The  $R^2$  of the model 1 was 0.519, meaning that these four dimensions of transformational leadership explained 51.9% of the variance in social network ties.

Model 2 presented the results that the p-values of intellectual stimulation were less than 0.05. It can thus be considered that the influence of the interaction between intellectual stimulation and innovative work behavior on social network ties was significant ( $B=-0.257$ ,  $p= 0.001$ ). This showed that innovative work behavior moderated the relationship between intellectual stimulation and social network ties. Thus, H8c was accepted.

The p-values of idealized influence, inspirational motivation, and individualized consideration were not less than 0.05. Thus, H8a, H8b, and H8d were not accepted. The  $R^2$  of the model 2 was 0.629, meaning that innovative work behavior moderating the four dimensions of transformational leadership explained 62.9% of the variance in social network ties.

#### 9. Innovative work behavior Moderating Transformational Leadership and Efficacy

**H9a:** *Innovative work behavior positively moderates the relationship of idealized Influence and efficacy.*

**H9b:** *Innovative work behavior positively moderates the relationship of inspirational motivation and efficacy.*

**H9c:** *Innovative work behavior positively moderates the relationship of intellectual stimulation and efficacy.*

**H9d:** *Innovative work behavior positively moderates the relationship of individualized consideration and efficacy.*

Table 4.20 Standardized coefficient of innovative work behavior moderating the relationship between transformational leadership and efficacy

Independent Variables	Dependent variable			
	Efficacy			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.406	0.000*	-0.063	0.442
Inspiration motivation	0.076	0.356	0.154	0.029*
Intellectual stimulation	0.238	0.008*	-0.281	0.000*
Individualized consideration	0.296	0.000*	-0.974	0.272
R <sup>2</sup>	0.470		0.587	

\*p<0.05

According to Table 4.20, Model 1 provided the results for efficacy and the variables of transformational leadership. Model 2 provided the results of Innovative work behavior moderating efficacy and the variables of transformational leadership.

Model 1 showed the results that idealized influence, intellectual stimulation, and individualized consideration had a positive relationship with efficacy. The R<sup>2</sup> of the model 1 was 0.470, meaning that these four dimensions of transformational leadership explained 47% of the variance in efficacy.

Model 2 presented the results that the p-values of inspirational motivation and intellectual stimulation were less than 0.05. It can then be considered that the influence of the interaction between inspirational motivation and innovative work behavior on efficacy was significant (B=0.154, 0.029), and the influence of the interaction between intellectual stimulation and innovative work behavior on efficacy was significant (B=-0.281, 0.000). This showed that innovative work behavior moderated the relationship between inspirational motivation and efficacy and the relationship between intellectual stimulation and efficacy. Thus, H9b and H9c were accepted.

The p-values of idealized influence and individualized consideration were not less than 0.05. Thus, H9a and H9d were not accepted. The R<sup>2</sup> of the model 2 was

0.587, meaning that innovative work behavior moderating the four dimensions of transformational leadership explained 58.7% of the variance in efficacy.

10. A Creative Work Environment Moderating Transformational Leadership and Business Networks

*H10a: A creative work environment positively moderates the relationship of idealized influence and business networks.*

*H10b: A creative work environment positively moderates the relationship of inspirational motivation and business networks.*

*H10c: A creative work environment positively moderates the relationship of intellectual stimulation and business networks.*

*H10d: A creative work environment positively moderates the relationship of individualized consideration and business networks.*

Table 4.21 Standardized coefficient of creative work environment moderating the relationship between transformational leadership and business networks

Independent Variables	Dependent variable			
	Business Networks			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.531	0.000*	-0.120	0.177
Inspiration motivation	-0.136	0.177	0.181	0.008*
Intellectual stimulation	0.332	0.002*	-0.149	0.121
Individualized consideration	0.202	0.015*	-0.063	0.376
R <sup>2</sup>	0.370		0.473	

\* $p < 0.05$

According to Table 4.21, Model 1 provided the results for business networks and the variables of transformational leadership. Model 2 provided the results for creative work environment moderating business networks and the variables of transformational leadership.

Model 1 showed the results that idealized influence, intellectual stimulation, and individualized consideration had a positive relationship to business networks. The  $R^2$  of the model 1 was 0.370, meaning that these four dimensions of transformational leadership explained 37% of the variance in business networks.

The model 2 presented the results that the p-values of inspirational motivation were less than 0.05. It can thus be considered that the influence of the interaction between inspirational motivation and creative work environment on business networks was significant ( $B=0.181$ ,  $p=0.008$ ). This showed that creative work environment moderated the relationship between inspirational motivation and business networks. Thus, H10b was accepted.

The p-values of idealized influence, intellectual stimulation, and individualized consideration were not less than 0.05. Thus, H10a, H10c and H10d were not accepted. The  $R^2$  of the model 2 was 0.473, meaning that a creative work environment moderating the four dimensions of transformational leadership explained 47.3% of the variance in business networks.

#### 11. A Creative Work Environment Moderating Transformational Leadership and Social Network Ties

**H11a:** *A creative work environment positively moderates the relationship of idealized influence and social network ties.*

**H11b:** *A creative work environment positively moderates the relationship of inspirational motivation and social network ties.*

**H11c:** *A creative work environment positively moderates the relationship of intellectual stimulation and social network ties.*

**H11d:** *A creative work environment positively moderates the relationship of individualized consideration and social network ties.*

Table 4.22 Standardized coefficient of creative work environment moderating the relationship between transformational leadership and social network ties

Independent Variables	Dependent variable			
	Social Network Ties			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.412	0.000*	-0.070	0.345
Inspiration motivation	-0.129	0.108	0.202	0.000*
Intellectual stimulation	0.627	0.000*	-0.275	0.001*
Individualized consideration	0.125	0.058	-0.093	0.119
R <sup>2</sup>	0.519		0.627	

\*p<0.05

According to Table 4.22, Model 1 provided the results for social network ties and the variables of transformational leadership. Model 2 provided the results of creative work environment moderating social network ties and the variables of transformational leadership.

Model 1 showed the results that idealized influence, intellectual stimulation, and individualized consideration had a positive relationship with social network ties. The R<sup>2</sup> of the model 1 was 0.519, meaning that these four dimensions of transformational leadership explained 51.9% of the variance in social network ties.

Model 2 presented the results that the p-values of inspirational motivation and intellectual stimulation were less than 0.05. It can be considered that the influence of the interaction between inspirational motivation and creative work environment on social network ties was significant (B=0.202, p=0.000), and the influence of the interaction between intellectual stimulation and creative work environment on social network ties was significant (B = -0.275, p=0.001). This showed that a creative work environment moderated the relationship between inspirational motivation and social

network ties and the relationship between intellectual stimulation. Thus, H11b and H11c were accepted.

The p-values of idealized influence and individualized consideration were not less than 0.05. Thus, H11a and H11d were not accepted. The  $R^2$  of the model 2 was 0.627, meaning that a creative work environment moderating the four dimensions of transformational leadership explained 62.7% of the variance in social network ties.

#### 12. A Creative Work Environment Transformational Leadership and Efficacy

*H12a: A creative work environment positively moderates the relationship of idealized influence and efficacy.*

*H12b: A creative work environment positively moderates the relationship of inspirational motivation and efficacy.*

*H12c: A creative work environment positively moderates the relationship of intellectual stimulation and efficacy.*

*H12d: A creative work environment positively moderates the relationship of individualized consideration and efficacy.*

Table 4.23 Standardized coefficient of creative work environment moderating the relationship between transformational leadership and efficacy

Independent Variables	Dependent variable			
	Efficacy			
	Model 1		Model 2	
Transformational leadership	B	p-value	B	p-value
Idealized influence	0.406	0.000*	0.016	0.849
Inspiration motivation	0.076	0.356	0.088	0.164
Intellectual stimulation	0.238	0.008*	-0.161	0.073
Individualized consideration	0.296	0.000*	-0.127	0.055
$R^2$	0.470		0.539	

\*p<0.05

According to Table 4.23, Model 1 provided the results for efficacy and the variables of transformational leadership. The model 2 provided the results of a creative work environment moderating efficacy and the variables of transformational leadership.

Model 1 showed the results that idealized influence, intellectual stimulation, and individualized consideration had a positive relationship with efficacy. The  $R^2$  of the model 1 was 0.470, meaning that these four dimensions of transformational leadership explained 47% of the variance in efficacy.

Model 2 presented the results that the p-values of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration were greater than 0.05. It can be considered then that the influence of the interaction between idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and creative work environment on efficacy was not significant. Thus, H12a, H12b, H12c, and H12d were not accepted. The  $R^2$  of the model 2 was 0.539, meaning that a creative work environment moderating the four dimensions of transformational leadership explained 53.9% of the variance in efficacy.

The hypothesis results of the moderating variables are summarized in table 4.24 below:

Table 4.24 Summary of the moderating variable analysis results

Hypothesis	Results
<b><u>4. Political Skill Moderating Transformational Leadership and Business Networks</u></b>	
<b>H4a:</b> Political skill positively moderates the relationship of idealized influence and business networks.	Not Accepted
<b>H4b:</b> Political skill positively moderates the relationship of inspirational motivation and business networks.	Not Accepted
<b>H4c:</b> Political skill positively moderates the relationship of intellectual stimulation and business networks.	Not Accepted
<b>H4d:</b> Political skill positively moderates the relationship of individualized consideration and business networks.	Not Accepted
<b><u>5. Political Skill Moderating Transformational Leadership and Social Network Ties</u></b>	

<b>Hypothesis</b>	<b>Results</b>
<b>H5a:</b> Political skill positively moderates the relationship of idealized influence and social network ties.	Not Accepted
<b>H5b:</b> Political skill positively moderates the relationship of inspirational motivation and social network ties.	Not Accepted
<b>H5c:</b> Political skill positively moderates the relationship of intellectual stimulation and social network ties.	Accepted
<b>H5d:</b> Political skill positively moderates the relationship of individualized consideration and social network ties.	Not Accepted
<b><u>6. Political skill Moderating Transformational Leadership and Efficacy</u></b>	
<b>H6a:</b> Political skill positively moderates the relationship of idealized influence and efficacy.	Not Accepted
<b>H6b:</b> Political skill positively moderates the relationship of inspirational motivation and efficacy.	Not Accepted
<b>H6c:</b> Political skill positively moderates the relationship of intellectual stimulation and efficacy.	Not Accepted
<b>H6d:</b> Political skill positively moderates the relationship of individualized consideration and efficacy.	Not Accepted
<b><u>7. Innovative Work Behavior Moderating Transformational Leadership and Business Networks</u></b>	
<b>H7a:</b> Innovative work behavior positively moderates the relationship of idealized influence and business networks.	Not Accepted
<b>H7b:</b> Innovative work behavior positively moderates the relationship of inspirational motivation and business networks.	Not Accepted
<b>H7c:</b> Innovative work behavior positively moderates the relationship of intellectual stimulation and business networks.	Not Accepted
<b>H7d:</b> Innovative work behavior positively moderates the relationship of individualized consideration and business networks.	Not Accepted
<b><u>8. Innovative Work Behavior Moderating Transformational Leadership and Social Network Ties</u></b>	
<b>H8a:</b> Innovative work behavior positively moderates the relationship of idealized influence and social network ties.	Not Accepted
<b>H8b:</b> Innovative work behavior positively moderates the relationship of inspirational motivation and social network ties.	Not Accepted

<b>Hypothesis</b>	<b>Results</b>
<b>H8c:</b> Innovative work behavior positively moderates the relationship of intellectual stimulation and social network ties.	Accepted
<b>H8d:</b> Innovative work behavior positively moderates the relationship of individualized consideration and social network ties.	Not Accepted
<b><u>9. Innovative Work Behavior Moderating Transformational Leadership and Efficacy</u></b>	
<b>H9a:</b> Innovative work behavior positively moderates the relationship of idealized influence and efficacy.	Not Accepted
<b>H9b:</b> Innovative work behavior positively moderates the relationship of inspirational motivation and efficacy.	Accepted
<b>H9c:</b> Innovative work behavior positively moderates the relationship of intellectual stimulation and efficacy.	Accepted
<b>H9d:</b> Innovative work behavior positively moderates the relationship of individualized consideration and efficacy.	Not Accepted
<b><u>10. A Creative Work Environment Moderating Transformational Leadership and Business Networks</u></b>	
<b>H10a:</b> A creative work environment positively moderates the relationship of idealized influence and business networks.	Not Accepted
<b>H10b:</b> A creative work environment positively moderates the relationship of inspirational motivation and business networks.	Accepted
<b>H10c:</b> A creative work environment positively moderates the relationship of intellectual stimulation and business networks.	Not Accepted
<b>H10d:</b> A creative work environment positively moderates the relationship of individualized consideration and business networks.	Not Accepted
<b><u>11. A Creative Work Environment Moderating Transformational Leadership and Social Network Ties</u></b>	
<b>H11a:</b> A creative work environment positively moderates the relationship of idealized influence and social network ties.	Not Accepted
<b>H11b:</b> A creative work environment positively moderates the relationship of inspirational motivation and social network ties.	Accepted
<b>H11c:</b> A creative work environment positively moderates the relationship of intellectual stimulation and social network ties.	Accepted
<b>H11d:</b> A creative work environment positively moderates the relationship of individualized consideration and social network ties.	Not Accepted

Hypothesis	Results
<b><u>12. A Creative Work Environment Moderating Transformational Leadership and Efficacy</u></b>	
<b>H12a:</b> A creative work environment positively moderates the relationship of idealized influence and efficacy.	Not Accepted
<b>H12b:</b> A creative work environment positively moderates the relationship of inspirational motivation and efficacy.	Not Accepted
<b>H12c:</b> A creative work environment positively moderates the relationship of intellectual stimulation and efficacy.	Not Accepted
<b>H12d:</b> A creative work environment positively moderates the relationship of individualized consideration and efficacy.	Not Accepted

As shown in Table 4.25, separate analyses were conducted on each of the three dependent variables (business networks, social network ties, and efficacy) and each regression analysis consisted of three steps. The control variables were entered in the first step. The main independent variables were entered in the second step. The interaction term was entered in the third step.

Table 4.25 Summary of the Multiple Regression Analyses

Variables	Business Network	Social Network Ties	Efficacy
<b>1. Control Variables</b>			
Organizational Tenure (measured in years)	0.094	0.121	0.164*
Years of Work Experience	-0.214*	-0.213*	-0.084
Age	0.156	-0.028	-0.111
Education Level	0.025	0.014	0.007
<b>2. Main Variables</b>			
Idealized Influence	0.357*	0.301*	0.302*

Variables	Business Network	Social Network Ties	Efficacy
Inspirational Motivation	-0.108	-0.112	-0.067
Intellectual Stimulation	0.241*	0.500*	0.193*
Individualized Consideration	0.173*	0.118	0.284*
<b>3.Interaction</b>			
Political Skill × Idealized Influence	0.007	0.067	0.084
Political Skill × Inspirational Motivation	0.024	-0.019	-0.082
Political Skill × Intellectual Stimulation	-0.071	-0.197*	-0.090
Political Skill × Individualized Consideration	-0.122	-0.016	-0.016
Innovative Work Behavior × Idealized Influence	0.012	-0.009	-0.063
Innovative Work Behavior × Inspirational Motivation	0.140	0.102	0.154*
Innovative Work Behavior × Intellectual Stimulation	-0.164	-0.257*	-0.281*
Innovative Work Behavior × Individualized Consideration	-0.142	-0.051	-0.074
Creative Work Environment× Idealized Influence	-0.120	-0.070	0.016
Creative Work Environment× Inspirational Motivation	0.181*	0.202*	0.088
Creative Work Environment× Intellectual Stimulation	-0.144	-0.275*	-0.161
Creative Work Environment× Individualized Consideration	-0.063	-0.093	-0.127

*Note: The coefficients are standardized B weights.*

\* $p < 0.05$

Table 4.25 shows that years of experience were positively related to the business network ( $B = -0.214$ ,  $p = 0.023$ ), and to social network ties ( $B = -0.213$ ,  $p = 0.10$ ). The organizational tenure at the Thai Chamber of Commerce was positively related to efficacy ( $B = 0.164$ ,  $p = 0.029$ ), but organizational tenure was not positively related to business network or social network ties.

The main effects between the characteristics of transformational leadership and business network were tested, and the results of the variables had a significant correlation with business network were idealized influence ( $B = 0.357$ ,  $p = 0.000$ ), intellectual stimulation ( $B = 0.241$ ,  $p = 0.002$ ), and individualized consideration ( $B = 0.173$ ,  $p = 0.015$ ). Therefore, H1a, H1c, and H1d were accepted.

The characteristics of transformational leadership that had a significant correlation with social network ties were idealized influence ( $B = 0.301$ ,  $p = 0.000$ )

and intellectual stimulation ( $B=0.500$ ,  $p = 0.000$ ). Therefore, H2a and H2c were accepted.

The characteristics of transformational leadership that had a significant correlation with efficacy were idealized influence ( $B= 0.302$ ,  $p = 0.000$ ), intellectual stimulation ( $B=0.193$ ,  $p = 0.008$ ), and individualized consideration ( $B=0.284$ ,  $p=0.000$ ). Therefore, H3a, H3c, and H3d were accepted.

Step 3 in Table 4.25 displays the results of the political skill  $\times$  4 key characteristics of transformational leadership interactions and shows that political skill  $\times$  intellectual stimulation was significantly related to social network ties ( $B = -0.197$ ,  $p = 0.021$ ). Thus, H5c was accepted.

The results of innovative the work behavior  $\times$  4 key characteristics of transformational leadership interactions showed that innovative work behavior  $\times$  intellectual stimulation was significantly related to social network ties ( $B = -0.257$ ,  $p = 0.001$ ). Further, innovative work behavior  $\times$  inspirational motivation was significantly related to efficacy ( $B = 0.154$ ,  $p = 0.029$ ); however, the main relationship of inspirational motivation and efficacy was not significant. Additionally, innovative work behavior  $\times$  intellectual stimulation was significantly related to efficacy ( $B = -0.281$ ,  $p = 0.000$ ). Thus, H8c, H9b, and H9c were accepted.

The results of the creative work environment  $\times$  4 key characteristics of transformational leadership interactions showed that creative work environment  $\times$  inspirational motivation was significantly related to business network ( $B = 0.181$ ,  $p = 0.008$ ); however, the main relationship of inspirational motivation and business network was not significant. Further, the creative work environment  $\times$  inspirational motivation was significantly related to social network ties ( $B = 0.202$ ,  $p = 0.000$ ), but the main relationship was not significant. The creative work environment  $\times$  intellectual stimulation was significantly related to social network ties ( $B = -0.275$ ,  $p = 0.001$ ). Thus, H10b, H11b, and H11c were accepted.

In order to determine whether the forms of the interactions matched those hypotheses, the simple slopes (Dawson, 2014) graphically illustrated the interactions. Simple slope tests were used to evaluate whether the relationship (slope) between the characteristics of transformational leaders and the follower's performance outcomes

were significant at a particular value of moderating variables (Dawson, 2014). Figures 4.4, 4.5, 4.6, 4.7, 4.8, 4.9. and 4.10 graphically depict these findings.

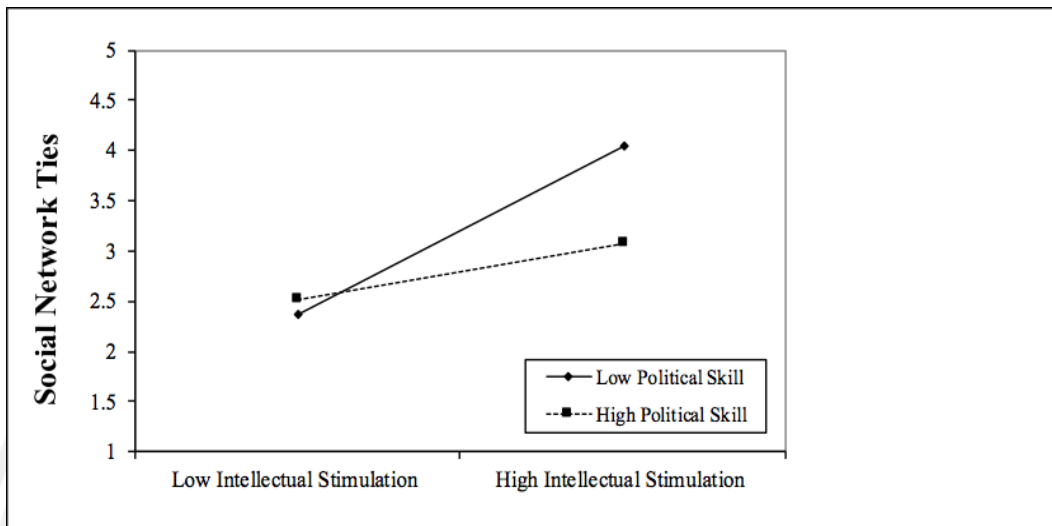


Figure 4.4 Moderating effect of political skill on intellectual stimulation and social network ties

In support of H5c, the graph of the significance of the two-way relationship between intellectual stimulation and social network ties ( $\beta=0.627$ ,  $p=0.000$ ) was moderated by political skill ( $\beta=-0.197$ ,  $p=0.021$ ). The plot demonstrated that political skill was high, social network ties were getting better. Whenever the political skill of the leader was low, the characteristic of intellectual stimulation was needed in order to have high social network ties (Figure 4.4).

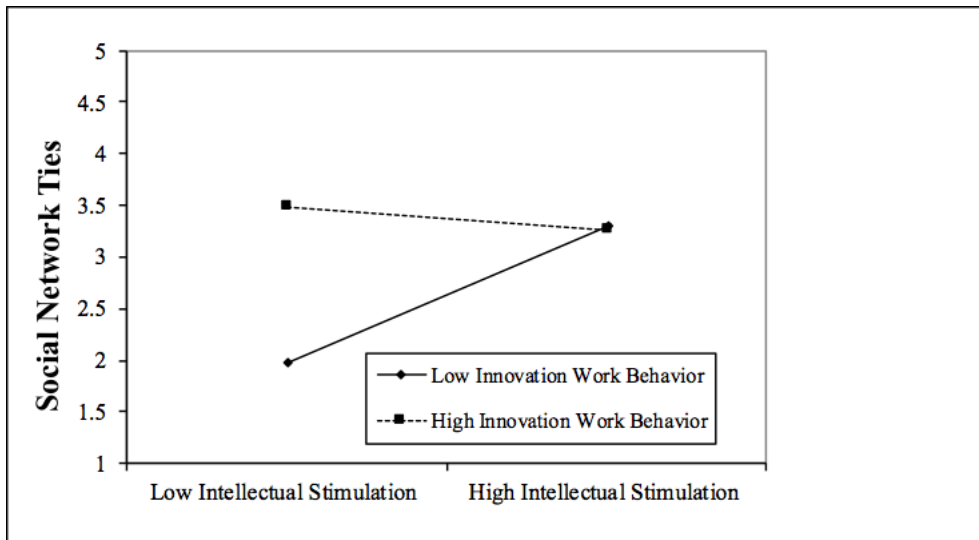


Figure 4.5 Moderating effect of innovative work behavior on intellectual stimulation and social network ties

In support of H8c, the plot of the significance of the two-way interaction between intellectual stimulation and social network ties ( $\beta=0.627$ ,  $p=0.000$ ) was moderated by innovative work behavior ( $\beta=-0.257$ ,  $p=0.001$ ). The plot demonstrated that innovative work behavior was high, and social network ties was quite at the same level (Figure 4.5). This means that intellectual stimulation has an impact on social network ties no matter the level of innovative work behavior, whether high or low. However, once intellectual stimulation is low, a high level of innovative work behavior is required in order to have strong social network ties.

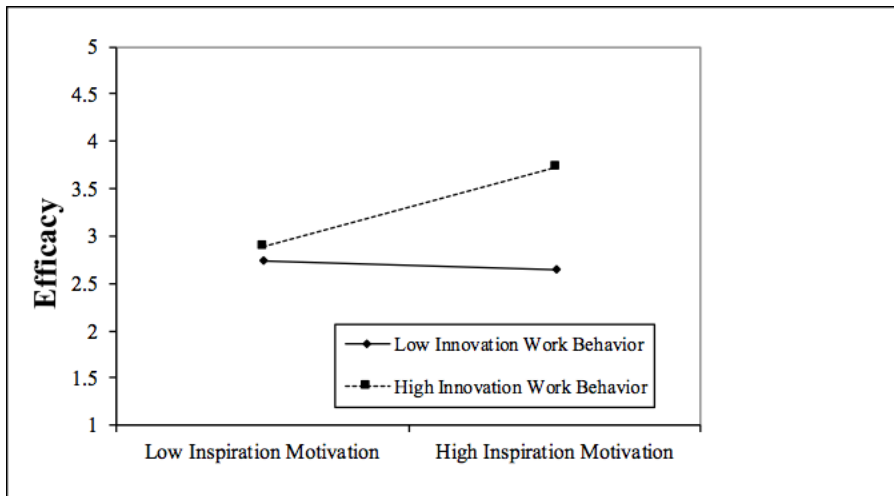


Figure 4.6 Moderating effect of innovative work behavior on inspirational motivation and efficacy

Figure 4.6 shows a plot of the significance of the two-way interaction between inspirational motivation and efficacy was moderated by innovative work behavior ( $B = 0.154$ ,  $p = 0.029$ ). Inspirational motivation was more significant regarding efficacy when innovative work behavior was high rather than low. However, the main relationship of inspirational motivation and efficacy was not significant.

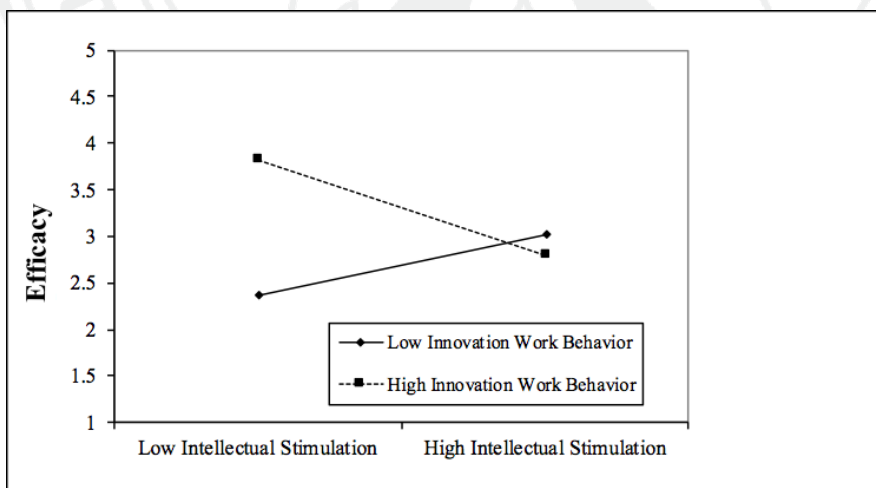


Figure 4.7 Moderating effect of innovative work behavior on intellectual stimulation and efficacy

H9b and H9c were accepted. However, the main relationship with inspirational motivation and efficacy was not significant, so only H9c was selected to plot the significance of the two-way interaction. Figure 4.7 demonstrated the relationship between intellectual stimulation and efficacy ( $\beta=0.238$ ,  $p=0.008$ ) moderated by innovative work behavior ( $\beta=-0.281$ ,  $p=0.000$ ). The plot demonstrated that intellectual stimulation has an impact on social network ties no matter the level of efficacy, high or low. However, once intellectual stimulation is low, it is necessary to have high efficacy in order to have strong social network ties (Figure 4.7).

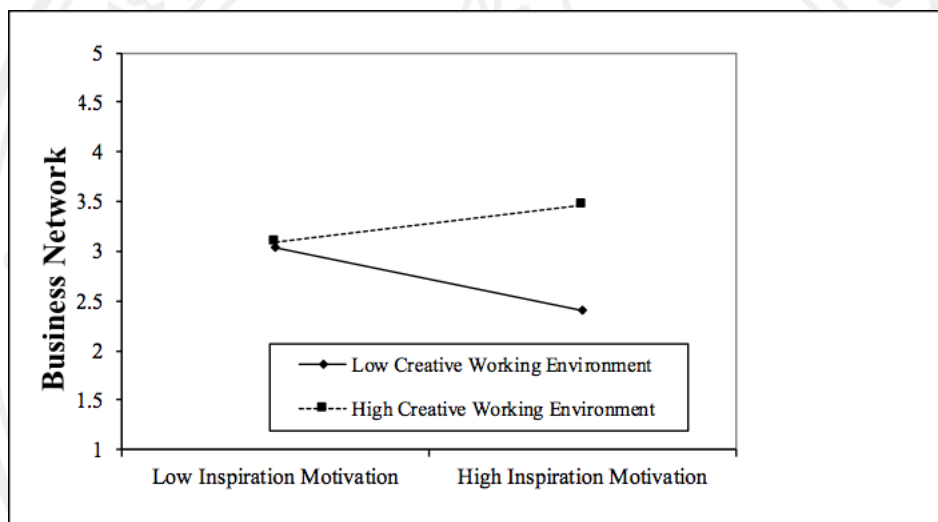


Figure 4.8 Moderating effect of the creative work environment on inspirational motivation and business network

Figure 4.8 shows the plot of the significance of the two-way interaction between inspirational motivation and business network moderated by a creative work environment ( $B=0.181$ ,  $p=0.008$ ). The plot demonstrated that the inspirational motivation leader has a greater significant impact on the business network when the creative work environment is low rather than high. However, the main relationship of inspirational motivation and business network was not significant.

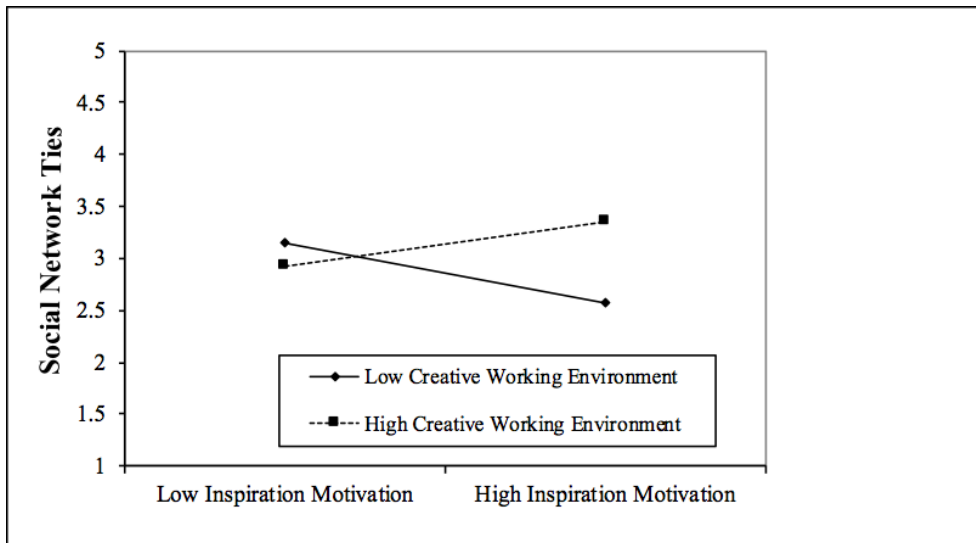


Figure 4.9 Moderating effect of the creative work environment on inspirational motivation and social network ties

Figure 4.9 showed a plot of the significance of the two-way interaction on inspirational motivation and social network ties relationship moderated by creative work environment ( $B=0.202$ ,  $p=0.000$ ). The plot demonstrated that the inspirational motivation leader is more significant impact on social network ties when creative work behavior is low rather than high. However, the main relationship of inspirational motivation and social network ties was not significant.

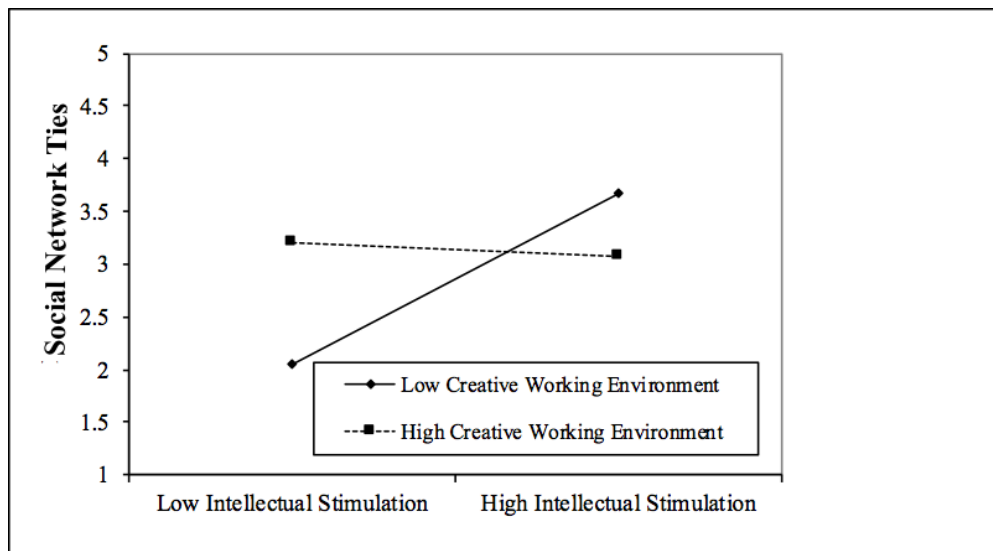


Figure 4.10 Moderating effect of creative work environment on intellectual stimulation and social network ties

Figure 4.10 shows the intellectual stimulation and social network tie ( $\beta=0.627$ ,  $p=0.000$ ) relationship moderated by the creative work environment ( $\beta=-0.275$ ,  $p=0.001$ ). The plot demonstrates that intellectual stimulation has an impact on social network ties no matter whether the level of the creative work environment is high or low. However, once intellectual stimulation is low, it is necessary to have a high creative work environment to have strong social network ties

#### 4.6 Results of Multilevel Analysis

The next step in the analysis was to investigate the hierarchical structuring (two-level) of the influence of transformational leadership on followers' performance outcomes, which were comprised of business network, social networks ties, and efficacy. This study added a multilevel analysis in order to ascertain the distinct conceptual levels: individual and group.

In this study, the respondents (members of the Thai Chamber of Commerce Committees) were nested within 5 groups (south, north, northeast, and central regions and Bangkok). The multilevel statistical technique would show the difference between groups and within the group. The purpose of this study was to test the

multilevel framework to further explain how individual and regional leaders' transformational leadership related to followers' performance outcomes.

The data were analyzed using the computer program Mplus 7.0 (Muthén & Muthén, 1998-2012). The five regions (south, north, northeast, and central regions and Bangkok) as cluster variables were calculated in this study. The result of the average data cluster size was 33.833.

The summary of the data showed an intraclass correlation coefficient (ICC) for the dependent variables. The intraclass correlation coefficient (ICC) is commonly used to calculate the similarity between quantitative measures obtained from different sources (Aly, Zhao, Li, & Jiang, 2014). The ICC of the three dependent variables was business network (ICC=0.039), social network ties (ICC=0.005), and efficacy (ICC=0.017).

According to Koo and Li (2016), if the variance explained by the affiliation of a class (ICC) is greater than 10% (0.10) of the total variance, hierarchical linear modeling is needed. From the data results, the ICC scores of the three dependent variables were less than 10%. Thus, it can be explained that there were no clustering effects. The multilevel analysis was not used in this study.

#### **4.7 Qualitative Data Analysis and Interpretation**

In the qualitative data section of the present study, the objectives were to extend the results from the core quantitative study. The qualitative study searched for explanations associated with unexpected or poorly-understood outcomes from quantitative data, and it pursued a deeper understanding of the patterns in the original data (Morgan, 2013). Additionally, it increases the visibility of the relationships among the variables.

- **Data Management and Manipulation**

In the qualitative analysis section of the study, the interviews selected key informants that were the change agents in transforming the organization. The process of the interviews began with the Chairperson of the Young Entrepreneurs Chamber of Commerce (YEC), Thailand, who are in charge of leading young entrepreneurs of the organization to be future leaders. Then, the chairperson recommends the interview of

other transformational leaders. Four in-depth interviews were used in order to obtain individual opinions and to describe the deeper and more detailed facets of transformational leadership and the results of the followers' performance. In detail, the key informants were categorized into 3 groups:

1. Leaders that lead the transformational process of the organization
2. Leaders that have operated and are running the transformational process of the organization
3. Leaders that are running the transformational process of the organization

The interviews were conducted using phone interviews of 40-60 minutes for each person from September to November, 2018. The interviews in this phase were began with conversations regarding the interview objectives, a meaning of "transformational leadership" and other factors. The interview objectives were to extend the outcomes of each hypothesis and to seek explanations associated with the outcomes.

- **Coding of the Participants**

In order to help with the analysis process, codes were given to the participants to represent their identity, as described in table 4.26 below.

Table 4.26 Coding of the Participants

Participant Identification Code	Position level	Tenure of organizational committee (Years)	Highest level of Education	Gender	Age
KEYINFO 01	Chairperson of Sub-Committee of Chamber of Committee/ Chairperson of Young Entrepreneur Chamber of Commerce	4	Masters	Female	48
KEYINFO 02	Vice Chairperson of Provincial Chamber of Commerce Chapter	6	Masters	Male	37

Participant Identification Code	Position level	Tenure of organizational committee (Years)	Highest level of Education	Gender	Age
KEYINFO 03	Chairperson of Young Entrepreneurs' Provincial Chamber of Commerce Chapter	4	Masters	Female	35
KEYINFO 04	Chairperson of Young Entrepreneurs' Provincial Chamber of Commerce Chapter	4	Masters	Male	37

Source: Field Data file, 2018

- **Presentation of Interview Thematic Areas**

This section of the report is a presentation of 4 interviews, which were conducted, as indicated above, from September to November 2018. The method was qualitative content analysis, which is a method of the subjective interpretation of the content of textual data through the systematic classification process of coding.

The results of the interviews were summarized according to categories and themes by using consensus measurement and capturing the words from the key informants during the in-depth interviews. The major themes were coded according to frequency words, where more than three (3) counts of a theme were used to form the basis for an emerged major thematic area.

- **Analysis and Discussion of the Findings**

The objectives of the analysis were to extend the results from the core quantitative study. The qualitative study searched for explanations associated with unexpected or poorly-understood outcomes from the quantitative data, and a deeper understanding of the patterns in the original data was pursued. Additionally, this increased the visibility of the relationships among the variables.

Before beginning the interviewing, all of the respondents had to understand the meaning of “transformational leadership” and other variables.

#### 4.7.1 Results of the Control Variables

In order to extend the analysis outcomes and to seek explanations associated with the outcomes, the interviews began with the results of the relationship of the control variables and the dependent variables. The organizational tenure at the Thai Chamber of Commerce was positively related to efficacy. However, organizational tenure was not positively related to business network or social network ties. Years of work experience was positively related to business network and to social network ties.

##### *Interview Results:*

Beginning with the results of the control variables and the followers' performance outcomes, KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 expressed their answers in strong terms as follows:

Interviewees KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 agreed on the results. They explained why organizational tenure was not related to the business network or social network ties.

##### KEYINFO 01:

*“For new members they aimed to participate organization for business network and social network, but for experienced members they sought for new learning from others. The Thai Chamber of Commerce was a place for CEO and entrepreneurs to improve their leadership and management skills by doing. This place provided on-the-job training for CEOs and entrepreneurs.”*

*“Business Network and Social Ties Network are for members, not committees. If someone is appointed and volunteer to be committees, their objectives are not for networks, but for oneself development and prestige in the social groups”*

*“Working Experience is not related to Efficacy because this efficacy is beyond managing their companies. It is efficacy of working with other people for economic and social benefits. It is for province and country, not for company.”*

##### KEYINFO 02:

*“...I have been in the Thai Chamber of Commerce as committee members for six years. I have learnt how to manage stakeholders from private and public sectors. I would say my capability and maturity have been improved by Thai Chamber of Commerce. The roles and responsibilities of the committee positions have taught me and my friends in the organization...I see my development journey along the period of being committees.”*

*“Working experiences in my company has not proved my ability in the Thai Chamber of Commerce. It is a new working set. I totally changed myself. My vision is broaden from being in this organization.”*

**KEYINFO 03:**

*“...Senior Committees and Friends in the Thai Chamber of Commerce were the best mentors. I have learnt on leadership skills and capabilities from working on several projects at the Thai Chamber of Commerce... I ensure on my ability to develop other things in the near future.”*

*“Working experiences from my company are experience of management skills and abilities, but not much in leadership.”*

**KEYINFO 04:**

*“... The Thai Chamber of Commerce gave the opportunities for practicing on how to be effective leader... Authentic contribution will prove ourselves. Whenever a person comes to participate the organization with authentic contribution, they will get proven from people in the organization. I understand this point when I serve as a Chairperson of Young Entrepreneur Chamber of Commerce. From roles, responsibilities and commitment, I have improved myself a lot. I have earned a lot from this period.”*

From the qualitative interviews, the key words can be seen in the table below.

Table 4.27 Summary of the thematic areas of the control variables and the followers' performance outcomes

Categories	Theme	Terms of Reference	Counts
Efficacy	Organizational Tenure	committees' tenure, roles, responsibilities, commitment, experienced members, improvement, development, leadership, confidence in skills and abilities	4 of 4
	Work Experience	management skill, management ability, confidence	2 of 4
Business Network	Organizational Tenure	mutual benefit	1 of 4
	Work Experience	network	1 of 4
Social Ties	Organizational Tenure	friends-to-friends referral	1 of 4
	Work Experience	social skill	1 of 4

#### 4.7.2 Transformational Leadership and Business Network

In order to extend the analysis outcomes and to seek explanations associated with the outcomes of transformational leadership and the business network, the interviewees gave more explanations of the significant relationships through in-depth interviews. They described the details of the relationships of idealized influence, intellectual stimulation, and individualized consideration and the business network as well as sought the reasons for no relationship between inspirational motivation and the business network.

##### *Interview Results:*

KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 expressed their answers in strong terms as follows:

KEYINFO 01:

*“In the organization of Thai Chamber of Commerce, persons who had been in the positions of Chairman of the Thai Chamber of Commerce had strong models of leader, exhibited high moral, and usually did the right thing. It makes us believe in their authentic leadership. Then, followers gave a deep respect to the leaders. It seemed to be our belief and culture of the organization. It is a type of Idealized Influence leadership.”*

*“Moreover, the business network is happened when the top of organization set the common goals/ vision of our business network that we are being together to enhance the country competitiveness... Then we follow up on this vision.”*

*“Leaders with the factor of Intellectual Stimulation encouraged subordinates to be innovative and creative. These leaders supported followers as they challenged the deeply held beliefs and values of their leaders, their organization, and themselves. In the organization, it had been six years of encouraging members on innovative mindset...noticing from the Thai Chamber of Commerce Annual Meetings. The themes of meetings had aimed to encourage member to change their mindsets, aware disruptive technology, and innovate their business for six years, for example ‘Change Mind Change Me...to be Excellent.’”*

*“The Chairman of the Thai Chamber of Commerce announced that all businesspeople needed to be prepared on ‘changes’, and stressed that leaders of group in every region, every province needed to encourage teams on how to face with challenging and disruptive business. No more waiting for helps from government. The world may be changed faster than our expectation. Then each chapter implemented the activities for their networks.”*

*“Leaders with the factor of Individualized Consideration were very supportive and took great care to listen to and understand their followers’ needs. I have been experienced in other organization. They have a program called forum which is small group reflective conversation among friends. They appropriately coached and gave advices and push everyone in the group achieve self-actualization.”*

*“In the network of Thai Chamber of Commerce, they did not have the coaching projects but they had the culture of sharing and helping each other. The committee members got involved in several projects and they had a more chance to coach and be coached to develop projects.”*

*“The reasons of non-significant relationship of Inspirational Motivation and Business Network might not be seeing visually on motivating team spirit in the chapters and the whole organization. Then committee members do not feel on inspirational motivation.”*

*“Also, the Thai Chamber of Commerce members are experienced persons. Being business network, the committee members seeks for development of their capabilities.”*

**KEYINFO 02:**

*“I have belief in leaders of the Thai Chamber of Commerce. They are role models of being great entrepreneurs and leaders. I have seen followers gave respect to these leaders, not only Chairman, but also other committees, for example, the chairman of provincial chapter, chairman of young entrepreneur chamber of commerce. These kinds of leader were Idealized Influence Leader.”*

*“These leaders have developed several business network groups in the organization. People believe in their capabilities.”*

*“...One important factor of participating the Thai Chamber of commerce is cooperation and interchange in knowledge, experience and viewpoints.. which is relating to Intellectual Stimulation.”*

*“...I feel in the culture of Thai Chamber of Commerce as people support people, friend help friend. We may not have mentorship program, but our culture made us feel on caring, sharing, and helping. It is relating to Individualized Consideration.”*

*“... From my experience, the committee members seemed like to facing with facts, issues and put effort on it. They aim result-oriented. It might be the one reason of non-significant relationship between inspirational motivation and business network.”*

**KEYINFO 03:**

*“...From my experience, our leaders develop business networks through their leadership. I see that examples, and I as next leader will copy their leadership.”*

*“...Intellectual Stimulation... I think about the project called ‘YEC Pitching’. From ‘YEC Pitching’ Project, we have developed a team to innovate ideas. The project encouraged groups of young businesspeople everywhere in Thailand onto the pitching stage. This year was the fourth year of YEC Pitching project focusing on ‘Innovative Ideas to Drive Thai Local Economy.’ The committees of the Thai Chamber of Commerce were interested in listening and learning on new ideas, as well as seeking the collaboration to develop projects in the near future.”*

*“SME Brotherhood project is another project of Thai Chamber of Commerce. I think it relates to Individual Consideration.”*

*“Inspirational Motivation may not see obviously in our organization. Our Main YEC projects are membership, pitching, connecting, learning, and communication, which inspirational motivation is a part of these projects, not presenting visually. The committee members may not recognize on it.”*

**KEYINFO 04:**

*“I continue to be committee in the Thai Chamber of Commerce because I admire leadership of several leaders in this organization. They had proved themselves as good business leaders in Thailand. I would like to be like them.”*

*“In my province, we have faced with local business issues and we asked members in our network to brainstorm and seek for solutions. Also, our committee members are the representatives of private sector to be working group in several group of provinces. It is related to Intellectual Stimulation.”*

*“I feel I receive coaching from senior committees, friends and others.”*

*“We have motivated ourselves because we are entrepreneurs.”*

Interviewees KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 agreed on the results. From the qualitative interviews, the key words were found as seen in the table below.

Table 4.28 Summary of the thematic areas of transformational leadership and the business networks

Categories	Theme	Terms of Reference	Counts
Business Network	Idealized Influence	role model, admiration, ethics, morals, respect, leadership	4 of 4
	Inspirational Motivation	not visible, not visually a part of several activities, inside their leadership, inspired	4 of 4
	Intellectual Stimulation	innovation, new ideas, solutions, Problem Solving, Pitching	4 of 4
	Individualized Consideration	coaching, mentorships, brotherhood, culture of caring, sharing, and helping, support	4 of 4

### 4.7.3 Transformational Leadership and Social Network Ties

In order to extend the analysis outcomes and to seek explanations associated with the outcomes of transformational leadership and social network ties, the interviewees gave more explanations of the significant relationships through in-depth interviews. They described the details of the relationship of idealized influence and intellectual stimulation to social network ties as well as sought the reasons for no relationship between inspirational motivation and individualized consideration with social network ties.

#### *Interview Results:*

KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 expressed their answers in strong terms as follows:

#### KEYINFO 01:

*“In the organization our leaders hold and displayed character strengths and virtues valued by society. The committee members would also like to work*

*closely with the favorite Chairman and committees to absorb leadership styles of committees, and respect on their leadership.”*

*“Social network tied lie by trust of people in the network. The idealized influence leaders created positive attitude, trusted, and committed through the whole organization.”*

*“Several projects of Thai Chamber of Commerce, such as YEC Pitching, Open Innovation Program, allowed members to think in ways that challenged conventional wisdom and sought continuous process and people improvement.”*

*“YEC Pitching, this project is created by committees of YEC. They saw the benefits of creativity and innovation. This project would be the space of freedom to fail. The social ties networks can develop groups who have common interests. Considering to process and practice of developing innovative ideas, they needed to brainstorming, a group creativity technique, working as a group which created the social network ties, too.”*

*“Moreover, the Pra-Cha-Rat Project– a public- private project - initiated by Thai government last two years allowed committee members to brainstorm for economic issues and development to drive long-term value for the local community and local economy.”*

*“Why Individualized Consideration is not positive related to social network ties?...The reasons might be the organization has not visually project like mentorship in the organization. The Thai Chamber of Commerce is friends’ community with common interests.”*

**KEYINFO 02:**

*“...Leaders of Thai Chamber of Commerce work closely to members. We have positions but we have not hierarchical level among positions. Chairpersons called me to discuss on a few projects I am belong to... I touch on their leadership and commitment to make mission a success.”*

*“Their leadership styles made us feel closely and tied in our networks.”*

*“A lot of projects we have called our members to brainstorm such as provincial local startup, exhibition, matching business. We work like friends helping friends.”*

*“Why Individualized Consideration and Inspirational Motivation are not positive related to social network ties?...Actually the leaders and followers have Individualized Consideration and Inspirational Motivation leadership. It might not be related to social network ties because leaders do not create excitement to followers as Inspirational Motivation leader, and they are not mentor or coach roles representing to Individualized Consideration.”*

**KEYINFO 03:**

*“...Great social network ties in the Thai Chamber of Commerce. I have worked closely with leaders who perform as effective leaders and treat followers well... the networks of Thai Chamber of Commerce are family. I have learned a lot from leaders in this network.”*

*“... this place is a space for learning. From YEC Pitching Project, in my province I developed the preparation phase for pitching. Members come and join, and then share their idea. We need ideas to develop our local businesses. The stage of YEC Pitching is like idea testing. We have developed activities for members. It relates to Intellectual Stimulation.”*

*“...For individualized consideration and inspirational motivation not relating to social network ties, it might be the objectives of Thai Chamber of Commerce projects are not attention to inspirational motivation and individual consideration.”*

**KEYINFO 04:**

*“...The social network ties have developed through the leaders’ capabilities of Thai Chamber of Commerce’s leaders... We respect to idealized leaders of organization. We feel trust, respect, pride, and glad to work with our idealized leaders.”*

*“The missions and projects of Thai Chamber of Commerce have created room for discussion and sharing ideas. A committee member who has experience in work in several missions. They will earn intellectual benefit. On the process, leaders and followers will encourage to utilize their knowledge and wisdom.”*

*“...For individualized consideration and inspirational motivation not relating to social network ties, I have not opinion on this. They might have several reasons behind this point.”*

Table 4.29 Summary of the thematic areas of transformational leadership and social network ties

Categories	Theme	Terms of Reference	Counts
Social Network Ties	Idealized Influence	trust, character, respect, commitment, touch, work closely, network ties, idealized, pride, and glad to work	4 of 4
	Inspirational Motivation	attention to encourage and inspire	2 of 4
	Intellectual Stimulation	mission, problem solving, brainstorming, room for discussion, knowledge, wisdom	4 of 4
	Individualized Consideration	mentor, coaching	2 of 4

#### 4.7.4 Transformational Leadership and Efficacy

In order to extend the analysis outcomes and to seek explanations associated with the outcomes of transformational leadership and efficacy, the interviewees gave more explanations regarding the significant relationships through in-depth interviews. They described the details of the relationships of idealized influence, intellectual stimulation, and individualized consideration with efficacy, as well as sought the reasons for no relationship between inspirational motivation and efficacy.

*Interview Results:*

KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 expressed their answers in strong terms as follows:

KEYINFO 01:

*“Idealized leaders as example of Great Leader...The new generation can follow their path. The followers can absorb their leadership styles, skills, and capabilities, I feel more confident in myself. When I see them and know which leadership styles I should catch up and perform.”*

*“Along the process of Innovation development, we have learned during the process of implementation and feel more confidence on how to develop the innovation. On the process we also leveraged our resources and make cooperation in order to develop new ones.”*

*“We have personal coaching for talent YEC group who will be the next leaders of the organization...We coach them on roles and responsibilities of being committee members, chairperson, secretariat, and representatives in the public meetings. It will relate to Individualized consideration. A few of the first YEC talent group are Chairperson of Provincial Chapter. Some are Vice Chairperson of Provincial Chapter. Some are Secretariat of ASEAN working group. They have grown in several areas to develop economy.... This example might prove that individualized consideration will develop efficacy.”*

*“Inspirational motivation is not related to efficacy... They do not feel more confidence from others’ motivation. They love to make it happened by themselves.”*

KEYINFO 02:

*“Everyone had high respect to the leaders of the Thai Chamber of Commerce. Every leaders always kept asking for members’ interests and agendas. Efficacy involved the capabilities of people in the network. The idealized influence leaders emphasized the importance of teamwork.”*

*“The example of intellectual stimulation to efficacy is YEC Pitching. The ‘YEC Pitching’ project is created by committees of YEC in order to encourage innovative ideas which had never been questioned before, and learned to think differently...it also supports to build self- efficacy.”*

*“I received the advices from leaders in the organization. Only few words from them can be turning points of my life and business. Sometimes chairman and vice chairman of the Thai Chamber of Commerce come to visit my province and give fruitful advices. This make me confidence and improve myself a lot... it relates to Individualized Consideration to Efficacy.”*

*“Why Inspirational motivation is not related to efficacy? We do motivate committee members to make new things happened in the meetings. The leadership styles of chairman may not be inspirational motivation. They might not perform well on this.”*

**KEYINFO 03:**

*“I agreed that self-efficacy is developed from working with idealized leaders. I join the several meetings and work with leaders in the organization. I can observe his leadership styles. I feel in their thoughts and the ways of thinking. I admire them. I would like to improve myself like them.”*

*“...self-efficacy is developed from learning from several people. Brainstorming is one important part. I have joined several brainstorming groups. I found that if someone in the group is intellectual stimulated leader, I am very happy to join and share ideas. Every idea from this group are fruitful.”*

*“...self-efficacy is developed by advisor, mentor, and coach. We have not advisor, mentor, and coach positions in the organization, we develop the culture of caring, helping, and supporting in the organization.”*

*“I have no ideas why the Inspirational Motivation is not related to Efficacy. I feel motivated and inspired from leaders.”*

**KEYINFO 04:**

*“We have high respect to the leaders of the Thai Chamber of Commerce. My business and life have improved from closed working and learning from Thai Chamber of Commerce leaders. In Thai Chamber of Commerce, leaders always keep asking for members’ interests and agendas.”*

*“...being leaders and followers in the organization is about managing roles & responsibilities, assigning tasks, and working on the missions. Every committee member is values to organization.”*

*“The idealized influence leaders also emphasized the importance of teamwork. They believe that capabilities of people in the network would build strengthen into organization.”*

*“We encourage members to think for innovative ideas. In our chapter, we have a working group called Pitching Team. Members who like innovation and creativity can join this team. This team will work on seeking innovative ideas for local business and also new business models to develop economic values. I have seen their journey and their works. I can say everyone have developed their self-efficacy.”*

*“I have joined the leadership program for YEC President. The YEC leadership development program was held annually for every provincial Chairs of Young Chamber of Commerce to self-development and be coached with leaders. I have learnt a lot from many leaders in business sector. The 3-days leadership program have mentors and I have learnt a lot from mentors, and absorb their passion and capabilities”*

*“Our leaders do not give motivational speech often. It might be the reason of no relationship between inspirational motivation and efficacy.”*

Table 4.30 Summary of the thematic areas of transformational leadership and efficacy

Categories	Theme	Terms of Reference	Counts
Efficacy	Idealized Influence	Example of a great leader, following their idealized leaders, observing leadership styles, admiring the leader, respecting the leader	4 of 4
	Inspirational Motivation	inspired, motivation	1 of 4
	Intellectual Stimulation	Innovative idea, brainstorming, think differently, different ideas, creativity, innovation	4 of 4
	Individualized Consideration	Mentor, personal advice, coach, self-development	4 of 4

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#### 4.7.5 Political Skill Moderating Transformational Leadership and Followers' Performance Outcomes

In order to extend the analysis outcomes and to seek explanations associated with the outcomes of political skill moderating transformational leadership and followers' performance outcomes (business network, social network ties, efficacy), the interviewees gave more explanation of the significant relationships through in-depth interviews. The transformational leadership was significantly related to intellectual stimulation and social network ties moderated by political skill.

##### *Interview Results:*

KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 expressed their answers in strong terms as follows:

##### KEYINFO 01:

*"...Political skill is required by social skill. Leaders need to communicate people to people with political skill. Especially in meetings with public sector and other important stakeholders, leaders need to have social skill.... We have to make them impressed, have to make them trust, and buy in our ideas."*

*"The meetings required intellectual stimulation leadership are meetings with stakeholders for solving challenge issues and seeking for solutions."*

##### KEYINFO 02:

*"I decided to learn on political skill at one prestige institute because I face with several meetings required the political skill. As a representative of private sector, we need to position ourselves in the public meetings. Also, we have to manage the situation. Sometimes we need to know how to 'lobby' people, which require social networks."*

*"It relates to intellectual stimulation because most of meetings aims to seek the solutions for economic and social development."*

## KEYINFO 03:

*“...Being leaders and representatives of organization, we work on our missions needed to interact with many stakeholders with balancing benefit. It means we have to know WHO is WHO? It included the ability of social interactions, developed effective network.”*

## KEYINFO 04:

*“I have seen if leaders were sincere, they would get better social network ties. Political Skill is needed for managing people in our ecosystem. Political skill is needed for perform ourselves in the public meetings/conferences. A person who has political skill can get into the social network and making great relationship.”*

Table 4.31 Summary of the thematic areas of political skill moderating transformational leadership and followers’ performance outcomes

Categories	Theme	Terms of Reference	Counts
Political Skill and Intellectual Stimulation	Social ties network	social skill, social interaction, trust, meeting with important stakeholders, impressive, balancing benefit	4 of 4
	Intellectual Stimulation	buy in ideas, solution, issues, problem solving	4 of 4

#### 4.7.6 Innovative Work Behavior Moderating Transformational Leadership and Followers’ Performance Outcomes

In order to extend the analysis outcomes and to seek explanations associated with the outcomes of innovative work behavior moderating transformational leadership and the followers’ performance outcomes (business network, social network ties, efficacy), the interviewees gave more explanation of the significant relationships through in-depth interviews. The finding regarding innovative work behavior was that it moderated the relationship of

intellectual stimulation and social network ties, the relationship of inspirational motivation and efficacy, and the relationship of stimulation and efficacy.

*Interview Results:*

KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 expressed their answers in the strong terms as follows:

KEYINFO 01:

*“We have launched YEC Pitching for 4 years. This project encourages team members to create new ideas, innovates new projects, and develops new project collaboratively. We have seen our members gain the benefits of practicing problem solving and brainstorming for new ideas for their local business startups. On the process of working, the teams become to be cohesive social network ties. Several teams have tested their ideas and implemented it. Their teams felt accomplished on their missions. They felt more confident on their abilities.”*

*“Moreover, we have run the Hackathon Workshops for seeking the ideas of ‘How to develop Service 4.0 for Thailand’. It created new business concepts for country. It created the capabilities in business groups.”*

KEYINFO 02:

*“When asking to Innovative Work Behavior, I thought ‘YEC Pitching’ Project. Every year I encourage my members to explore new ideas for develop innovative business ideas for local economy. In my province, we recruited the talent members and set the innovative working group. They also invited innovative experts to teach on ‘Innovative Development’ for members. They run several workshops for exploring new ideas. Their teams collected ideas and brainstormed on how to generate and implement ideas. Some ideas we need to find the partners. We found the partners from the Thai Chamber of Commerce’s network. When it plans are completed, we will submit to pitch on YEC Pitching. The process of developing innovation required intellectual stimulation from leaders and followers, partners in the business networks, and social network ties of members.”*

KEYINFO 03:

*“The Thai Chamber of Commerce gave the opportunities for us to study the innovative programs such as Innovative Social Enterprises, Local Startup Accelerator Program for YEC Pitching, and Open Innovation Program. It is updated knowledge needed in doing business in this challenging situation. For me, I have developed innovative products and receive funds from National Innovation Agency. These opportunities came from friend networks in the Thai Chamber of Commerce. My friends recommend me to request funds from National Innovation Agency. The business ideas were from the Open Innovation program. This example relates to intellectual stimulation to social network ties moderating by innovative work behavior.”*

*“I see my classmates in those programs are high caliber and implement their own projects also. I would say innovative work behavior that the Thai Chamber of Commerce give opportunities for us to explore new idea, generate idea, and then implement idea. It is putting in our habits for being entrepreneurs for this era. With the projects, it develops social network ties, and efficacy.”*

*“As individual, they would develop their skills, competence, abilities through working with people, and then they feel gain more confidence on their ability and competence.”*

**KEYINFO 04:**

*“Innovative Work Behavior... For YEC project, we have YEC Pitching. For the provincial chapter, we have programs co-developing with government. I also in the working group of YEC Pitching. We have developed the stage of pitching into regions and provinces. It is valuable for members, chapters, and provinces. We have earned a lot of ideas which we have never thought before. The pitching is not only presenting the ideas but the objectives are seeking for partners or team members or funds.”*

*“On the process of YEC Pitching, it relates to relationship of intellectual stimulation and business network, social network ties and efficacy.”*

*“The YEC Pitching Project is the one of a few projects of organization which creative innovative work behavior. The process of learning and*

*implementing are quite similar to YEC Pitching. Thus, it might answer the results of relationship.”*

*“Also, we have seen that during 6 years of talking about disruptive technology, Thailand 4.0, the projects of Innovation have developed for Small and Medium Enterprises. Thus, the intellectual stimulation and innovative work behavior may be in their minds rather than other variables.”*

Table 4.32 Summary of the thematic areas of innovative work behavior moderating transformational leadership and followers’ performance outcomes

Categories	Theme	Terms of Reference	Counts
Innovative Work Behavior and Intellectual Stimulation	Business network	partners, networks to networks, business groups, stakeholders	3 of 4
	Social ties network	process of innovation development, recommendation, advices, friends to friends, brainstorm, stakeholders	4 of 4
	Efficacy	confidence, capability, skills, talent group, practicing, problem solving	4 of 4
Innovative Work Behavior and Inspirational Motivation	Efficacy	objectives, aim, accomplishment, mission	3 of 4

#### **4.7.7 Creative Work Environment Moderating Transformational Leadership and Followers’ Performance Outcomes**

In order to extend the analysis outcomes and to seek explanations associated with outcomes of the creative work environment moderating transformational

leadership and followers' performance outcomes (business network, social network ties, efficacy), the interviewees gave more explanations of the significant relationships through the in-depth interviews. The findings regarding the creative work environment was that it moderated the relationship of inspirational motivation and business network, the relationship of inspirational motivation social network ties, and the relationship of intellectual stimulation and social network ties.

*Interview Results:*

KEYINFO 01, KEYINFO 02, KEYINFO 03, and KEYINFO 04 expressed their answers in strong terms as follows:

KEYINFO 01:

*“Creative working environment with inspirational motivation leader might be important to business network when the Chairperson of the Thai Chamber of Commerce gives speech on annual meeting and showing excitement about the future. The followers are motivated to go beyond the boundaries of their ability. When everyone moves forward together, the economic performance will be enhanced by our networks.”*

*“Creative working environment with inspirational motivation leader might be important to social network ties. It is required emotional environment and touch.”*

*“The finding of creative working environment was its moderating on intellectual stimulation and social network ties relationship. Once at the Mae Hong Son province, they had regional meeting in the garden. They said the environment let teams felt better on sharing and thinking which lead to the social network ties. It meant creativity at meeting place would support for brainstorming, knowledge sharing and innovative thinking.”*

KEYINFO 02:

*“The relationship between creative working environment and inspirational motivation might relate when leaders face with challenge or serious situations, they need followers' action as teamwork. However, we have rarely faced with this situation.”*

*“The inspirational motivation leaders required creative working environment to build better results of social network ties. We know it, but we and our leaders do not face frequently on motivational situation.”*

*“The intellectual stimulation with creative working environment and social network ties is happened when we need to have new ideas. Then, we go out somewhere such as coffee shop, sport club, others. Sometimes, new ideas come from group traveling.”*

KEYINFO 03:

*“In my mind I would like to build my members excited with our project. I am not good on speech and build situation/environment. It is still in my mind that I need to practice on this.”*

*“For intellectual stimulation and creative working environment to social network ties, we have done creative project for our province. We went to the important places in our provinces and put ourselves in a position of travelers/ visitors. Then, we observed friends and people around. The new idea was popped it up. After that we implemented it at that place to test the ideas.”*

KEYINFO 04:

*“It is important to inspire members with true leaders to build the business network for economic development. We have not felt on inspirational motivation from leaders. We feel we need to make it for our hometown.”*

*“Luckily I was in the beautiful province with many creative places. Our meetings are not in the meeting room. We move around to the places of our committee members. The meeting places are hotel or restaurant owned by our members.”*

Table 4.33 Summary of the thematic areas of creative work environment moderating transformational leadership and followers’ performance outcomes

Categories	Theme	Terms of Reference	Counts
Creative Work	Business	inspired, meeting, action,	2 of 4
Environment and	Network		

Categories	Theme	Terms of Reference	Counts
Inspirational Motivation	Social Ties	inspire, emotional	2 of 4
	Network	environment, emotional touch	
Creative Work	Social Ties	creative meeting places, new	4 of 4
Environment and Intellectual Stimulation	Network	ideas, friend networks,	

#### 4.8 Chapter Summary

In the study, the significant hypotheses regarding the influence of transformational leadership characteristics on followers' performance outcomes were H1a, H1c, H1d, H2a, H2c, H3a, H3c, H3d, H5c, H8c, H9b, H9c. Twelve out of forty-eight hypotheses were accepted. Figure 4.11 shows the significant relationships of the hypotheses.

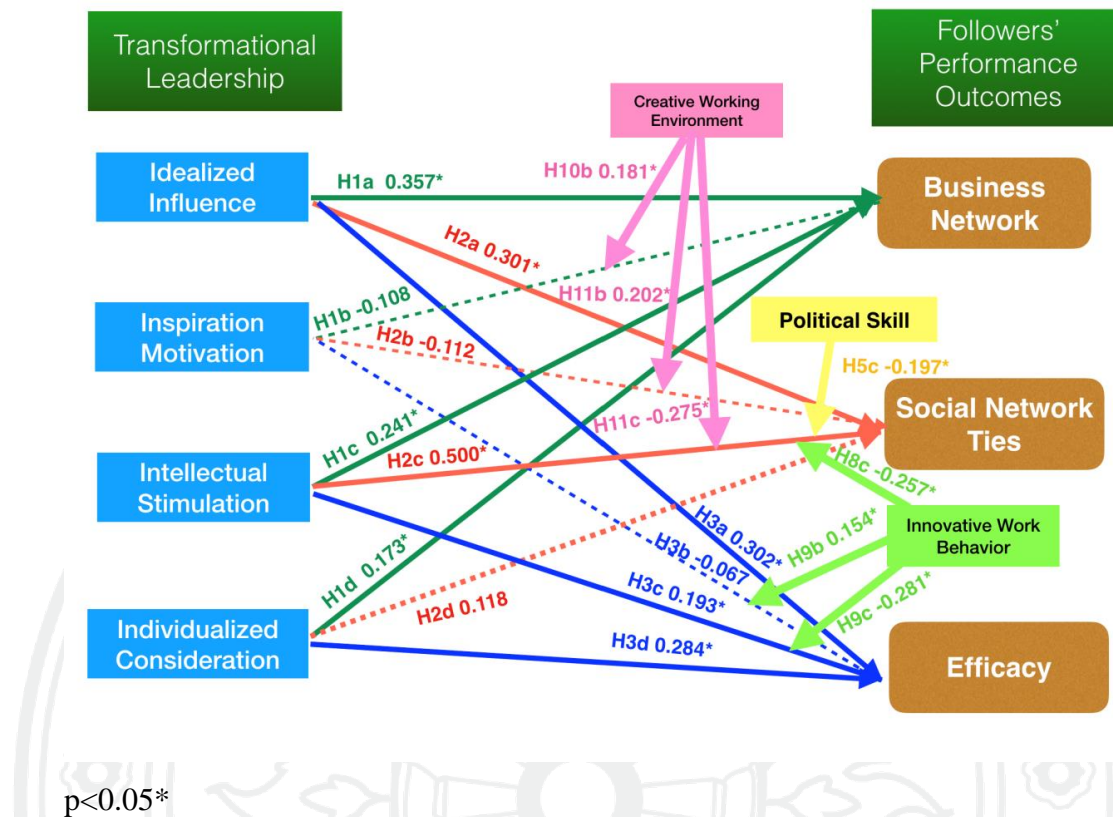


Figure 4.11 Conclusion of the structural model

According to the qualitative part of the present study, the results extended the analysis outcomes and sought explanations associated with the outcomes of transformational leadership and the followers' performance outcomes (business network, social network ties, efficacy), and the moderating variables (political skill, innovative work environment, and creative work environment). The interviewees gave explanations of the significant relationships through in-depth interviews. The findings clarified the results of the hypotheses and provided insightful information, which offers benefits in terms of several managerial implications.

## CHAPTER 5

### CONCLUSION AND DISCUSSION

The Thai Chamber of Commerce was selected as the sample case for studying the relationship of transformational leadership regarding followers' performance outcome (efficacy, business network, and social network ties), with the moderating variables of political skills, innovative work behavior, and a creative working environment to drive the organization in today's business environment.

The findings of this study highlighted the impact of the factors of transformational leadership on the followers' performance outcomes, composed of efficacy, the business network, and social network ties. A deeper analysis was applied by using hierarchical structuring (two-level)—comparing the results from the respondents at the individual level and the respondents grouped into 5 regions (the Bangkok, south, north, central, and northeast regions).

The study integrated qualitative and quantitative methods. The qualitative part was the exploratory phase for generating the hypotheses, and then the hypotheses were verified in the quantitative section. After the quantitative part, the researcher interviewed the key informants again in order to explore in-depth possible explanations.

The hypotheses of the study were comprised mainly of 12 topics and 48 hypotheses for examining the transformational leadership characteristics in relation to the followers' performance outcomes (efficacy, business network, and social network ties) with the moderating variables of political skills, innovative work behavior, and a creative working environment.

The analysis results of the 48 hypotheses were from 203 samples (n=203), who were committee members of the Board of Trade/Thai Chamber of Commerce, the Provincial Chamber of Commerce, and Young Entrepreneur Chamber of Commerce (YEC). Nearly 40% of the respondents were YEC Committee members of

the Provincial Chamber of Commerce; 34.5% of the respondents were committee members of the Board of Trade/Thai Chamber of Commerce; 12.3 % of the respondents were YEC Presidents of the Provincial Chamber of Commerce; 7.9% were Committee members of the Provincial Chamber of Commerce; 3% were Chairpersons of the Provincial Chamber of Commerce; and 2.5% were Committee members of the Sub-Committee of the Board of Trade/Thai Chamber of Commerce.

The respondents were from 62 provinces, including 29 Bangkok members (14.3%), 15 Chantaburi members (7.4%), 8 Kanchanaburi members (3.9%), 8 Krabi members (3.9%), 6 Nakorn Rachasima members (3.0%), and 166 other provincial members (67.5%).

According to results from the Thai Chamber of Commerce section of the present study, the organizational tenure of the respondents was 65% of the respondents having 0-5 years of experience in the Thai Chamber of Commerce, 21.2% of respondents having 6-11 years of experience, 9.4% of respondents having 12-15 years of experience, 8% of respondents having 16-20 years of experience, and 0.5% of respondents having more than 20 years of experience.

The first rank of interests/ motives/ reasons for being in the Thai Chamber of Commerce or the Provincial Chamber of Commerce was “seeking network of businesspeople to exchange knowledge/viewpoints’ (57.1%). The second rank was that they “believed that their capability could drive the organization to meet its missions” (26.1%). The third rank was “learning how to work with people outside their company (8.4%).

Of the 203 respondents, 98.5% were entrepreneurs having a position at the executive level, composed of 76 CEO/Presidents (37.4%), 44 Chairpersons (21.7%), 26 Vice Presidents (12.8%), 21 Directors (10.3%), 16 Board members (7.6%), and 15 Managers (7.4%). Regarding their work experience, 36% of the respondents had 6-10 years’ work experience, 33.5% had 11-15 years of work experience, 21.1% had 0-5 years of work experience, and 9.4% of the respondents had more than 20 years of work experience.

Of the 203 respondents, nearly 60% were 31-40 years of age. Sixty persons were 36-40 years of age (29.6% of the respondents) and 59 persons were 31-35 years of age (29.1% of the respondents).

Regarding their education level, 121 of the 203 respondents (59.6%) had completed the master's degree, and 33.5% had completed the bachelor's degree, and 3.9 % had completed the doctoral degree, and only 3% had an education level under a bachelor's degree.

A summary of the sample characteristics was described above. The significance of this study was to investigate transformational leadership behavior and to explore a distinctive model of the leadership of this organization. The Thai Chamber of Commerce is a form of business community/network, and the leadership of the executive committees uses different leadership behaviors in the work settings.

An organization such as the Thai Chamber of Commerce does not belong to any single individual, but belongs to everyone of the community. The role of being a Thai Chamber of Commerce committee member is to lead and inspire members to be active, and to make the chapter's experiences even better. Additionally, the committee members represent the chapters at the stage of public activities.

## **5.1 Discussion and Managerial Suggestions**

There has been growing interest in studying how transformational leaders' characteristics influence the followers' performance outcomes of the Thai Chamber of Commerce. These outcomes are composed of business networks, social network ties, and efficacy.

This study contributes to the leadership and organizational research stream by explicating a broader set of transformational leadership characteristics through the followers' performance outcomes of the Thai Chamber of Commerce, moderated by the influences of political skill, innovative work behavior, and a creative working environment.

*First*, the control variables of this study were organizational tenure, work experience, age, and education level. The study hypothesized that these factors would positively relate to the followers' performance outcomes (business networks, social network ties, and efficacy).

However, the results showed that organizational tenure was positively related only to efficacy, but was not related to business networks or social network ties. This

explained that the Thai Chamber of Commerce committee members that had been in the organization for several years did not sense business network opportunities or social network tie values, but they sensed efficacy, meaning that their ability developed. As long as they were in the organization as committee members, they would gain the value of self-efficacy, and as long as they were in the organization, they were more confident in their ability and knowledge; however, business networks and social network ties were seen as the same. On the other hand, the new-coming committee members perceived to gain business networks, social network ties, and efficacy. These findings have practical contributions to the organization in terms of segmenting the member groups and arranging program activities that match their expected outcomes.

*Second*, as hypothesized, the 4I characteristics of transformational leadership were positively related to the business networks, and the study found that idealized influence, intellectual stimulation, and individual consideration were positively related to the business networks. However, inspirational motivation was not seen to be positively related to the business networks.

According to table 4.6, it can be seen that the transformational leadership characteristics enhancing the followers' expectations regarding business networks were idealized influence ( $B=0.357$ ), intellectual stimulation ( $B=0.241$ ), and individualized consideration ( $B=0.173$ ). Only inspirational motivation characteristics had not relationship to business network.

The qualitative findings supported the notion that the leaders that had inspirational motivation characteristics, possessed an image of the future and spoke optimistically about the future, and encouraged a team spirit were not influenced by the followers' business networks outcomes. It seemed as though the Thai Chamber of Commerce leaders seemed to like to face facts, issues, and to put effort into them, which is a characteristic of intellectual stimulation. Moreover, in order to face the challenge of changes, business people need to be prepared for numerous issues, and encourage teams to seek solutions. The leaders in the organization need to be good role models for the members and community, and this can be considered a characteristic of idealized influence. The leaders need to understand the members' needs and those of the community, which are characteristics of individualized

consideration. Krishnan (2005) also supported that transformational leadership is vital not only to enhance organizational efficiency but also to discover new business opportunities (Krishnan, 2005).

*Third*, as hypothesized, the four 4I characteristics of transformational leadership were positively related to social network ties, and the study found that Idealized Influence and Intellectual Stimulation were positively related to social network ties. Intellectual stimulation was the first rank ( $B=0.500$ ), and idealization consideration was the second rank ( $B =0.301$ ) (Table 4.8). However, the inspirational motivation and individual consideration were not positively related to social network ties.

Northouse (2004) also supported the idea that one of the main characteristics of “transformational leadership” as “intellectual stimulation” and stated that it provided a direct link to creativity (Northouse, 2004). The qualitative findings supported the idea that the Thai Chamber of Commerce provides creative activities to its members, such as the YEC Pitching fostering innovation in the organization.

*Fourth*, as hypothesized, the 4I characteristics of transformational leadership were positively related to efficacy, and the study found that idealized influence, individualized consideration, and intellectual stimulation were positively related to efficacy. According to table 4.8, the transformational leadership factors enhancing the followers’ expectations regarding efficacy were idealized influence ( $B=0.302$ ), individualized consideration ( $B=0.284$ ), and intellectual stimulation ( $B=0.193$ ).

According to the hypothesis results, inspirational motivation was the only characteristic of transformational leader not related to the three followers’ performance outcomes. The research of Hayati, Charkhabi, and Naami (2014) examined the relationship of transformational leadership and work engagement in governmental hospital nurses and it was shown that the idealized influence characteristic was the first rank of the transformational leader’s impact on work engagement and inspirational motivation was the second impact (Hayati et al., 2014). The results explain that idealized influence would lead to a positive vision by setting high standards, by challenging the employees, and then leading by establishing inspirational motivation for attaining success (Hayati et al., 2014)

Moreover, another research, that of Trottier, Van Wart, and Wang (2008) entitled “Examining the Nature and Significance of Leadership in Government

Organizations”, showed that “three leadership factors enhancing follower satisfaction were individualized consideration, idealized influence, and inspirational motivation accordingly” (Trottier et al., 2008). The results indicated that “first leaders must be trustworthy, followed by being considerate of followers individual needs and talents, and finally being able to instill motivational enthusiasm and sense of empowerment” (Trottier et al., 2008).

However, the Thai Chamber of Commerce is a network of entrepreneurs, not of the government. The leaders of entrepreneurs’ networks have different characteristics from those of the government. The qualitative findings provided a greater explanation that the nature of the Thai Chamber of Commerce was friends with common interests. The role of being leaders and followers in the organization was given in the organizational culture. They understood the missions, roles and responsibilities, and tasks. Every committee member contributed his or her resources to the organization.

The characteristic of inspirational motivation (Bass & Avolio, 1995) , where the leader visibly possesses optimism and excitement about the future, may not be shown to the followers in this case. Optimistic leaders might distort the facts and issues and this may then affect the organization and the businesses.

According to the results, the characteristics of the Thai Chamber of Commerce transformational leaders have been described as follows: leaders must be trustworthy, concerning on collective mission and considering the moral and ethical consequences of decisions, and enhancing creativity and innovative thinking in the group, and finally understanding members’ needs and don’t forget to celebrate team efforts.

According to the results, the leadership types of the Thai Chamber of Commerce can be described as transformational, authentic, ethical, and creativity leadership. According to Walumbwa et al. (2008), the features of idealized influence were defined as transformational, authentic, and ethical leadership (Walumbwa et al., 2008). The features of individualized consideration were described as transformational and ethical leadership (Walumbwa et al., 2008). The features of intellectual stimulation were described as creative leadership (Northouse, 2004; Puccio et al., 2007).

*Fifth*, as hypothesized, for the finding of political skill moderating the leaders’ characteristics regarding the followers’ performance outcomes (business network,

social network ties, and efficacy) only H5c was significant. H5c was comprised of the intellectual stimulation and social network tie relationship moderated by political skill ( $B=-0.197$ ,  $p=0.021$ ). Specifically, the results explained that when leaders possessing intellectual stimulation focus more on critical problems and solve them, their political skill will be developed and this will lead to the strengthening of social network ties (Figure 4.4).

According to leadership researches verifying the relationship between political skills and leadership, Ammeter et al. (2002) highlighted both the moderating and mediating effects of political skill on leaders' and followers' outcomes (Ammeter et al., 2002). Ammeter et al. (2002) stated that “[p]olitical skill was developed by four aspects: social astuteness, interpersonal influence, networking ability, and apparent sincerity”. The political skill was described as “1) social astuteness—the ability to understand social interactions well and identify with others; 2) interpersonal influence—the ability to powerfully influence others; 3) networking ability—the ability to identify and develop diverse contacts and network; 4) apparent sincerity—the ability to appear to others as having high integrity and as being authentic, sincere, and genuine”.

Additionally, another research by Ahearn et al. (2004) examined the relationship of the leader's political skill and team performance in a state child welfare system and it was shown that “leader political skill was found to account for a significant proportion of variance in team performance scores, with inspired trust, confidence, and support in followers” (Ahearn et al., 2004). Political skill has been indicated to positively influence leadership effectiveness through its impact on the leader-member exchange (Ahearn et al., 2004).

Another research on leadership, which tested 408 leaders (headmasters) and 1,429 followers (teachers) in state schools in the western part of Germany showed that “political skill with the behavior of transformational and transactional leader was impacted to leadership effectiveness” (Ewen, 2013).

Fang, Chi, Chen, and Baron (2015) examined 28 entrepreneurs in 10 different industries and stated that “politically skilled individuals are adept at forging relationships with others who have valuable resources and locate themselves in advantageous positions within their social network. Political skill is instrumental in

gaining access to the information, influence and referrals necessary for success” (Fang et al., 2015).

The qualitative results of the present writing showed that the Thai Chamber of Commerce is a network of entrepreneurs that developed a core network of strongly-tied contacts with common backgrounds and interests, and a more dynamic extended network with more extensive backgrounds. Their mission as representatives of the national private sector lets them brainstorm on critical issues as well as manage and balance the connections in each sector, leading them to stronger social network ties.

*Sixth*, as hypothesized, the findings of innovative work behavior moderated the relationship of transformational leaders and followers’ performance outcomes, was only H8c and H9c significantly. H8c suggested that the intellectual stimulation and social network tie relationship was moderated by innovative work behavior ( $B=-0.257$ ,  $p=0.001$ ). The result of H8c showed that if the leader encourages team members to create new ideas, innovate new projects, and to develop new projects collaboratively, they will gain more practice in solving problems creatively and this then will lead the team to cohesive social network ties (Figure 4.5).

According to leadership research, “Transformational leaders were proposed to stimulate follower innovative behavior through expressing an inspiring vision, stimulating followers to question, and allowing individual development and growth”. (Bass & Avolio, 1990). Innovation work behavior is the opportunity to explore new ideas, and to generate ideas, and then to implement ideas (Drucker, 1985).

According to research on the innovative work behavior and social network tie relationship, the results from a sample in a high-tech firm showed that “leader-member exchange fully mediated the positive relationship between out-group weak ties and innovative behavior” (Perry-Smith, 2006), and another research showed that weak social network ties with people outside one’s own group are crucial for innovation (Perry-Smith, 2006). These weak ties can bridge holes in networks, connecting unconnected groups, which tend to have different information sources (Burt, 1997; Granovetter, 1995, 2005; Perry-Smith, 2006). People whose networks include bridging or brokering ties can be catalysts for innovation (Perry-Smith, 2006). According to the qualitative results, the Thai Chamber of Commerce is a place of

sharing knowledge and experience with people outside their own organizations in order to develop innovation together with social network ties.

The H9c suggested that intellectual stimulation and efficacy relationship were moderated by innovative work behavior ( $B=-0.281$ ,  $p=0.000$ ). According to Figure 4.7, the simple slope depicted that intellectual stimulation had a more significant impact on efficacy when innovative work behavior was high. This means that if the leader encourages team members to create new ideas, innovate new projects, and develop new projects collaboratively and practice solving problems creatively, they will develop their leadership skills/competence through working with people and gain more confidence in their ability (Figure 4.7).

The findings from 267 employees in Italy by Ng and Lucianetti (2016) showed that employees that were increasingly confident in their ability to be creative, persuade others, and successfully handle change demonstrate increasing amounts of innovative behavior. Another research by Tierney and Farmer (2002) showed that an increase in creative self-efficacy is certainly a core foundation of increases in idea generation, which is possibly a prerequisite for any other type of innovative behavior to occur (Tierney & Farmer, 2002).

Bandura (1997) characterized “collective self-efficacy as a group’s shared belief in its conjoint capabilities to organize and execute the courses of action required to produce given levels of attainment” (Bandura,1997). According to the qualitative findings, their activities, such as YEC pitching, hackathon workshops, and the local startup accelerator, were produced levels of attainment and conjoint capabilities.

The results regarding organizational tenure and efficacy supported the notion that the committee members of the Thai Chamber of Commerce increased in self-efficacy from participating in the organization. Further, the qualitative results supported the idea that they felt more confident in their ability from being committee members because of sharing perspectives with people outside their own organization, and learning from successful leaders.

*Seventh*, as hypothesized, in terms of the finding on the creative work environment positively moderating the relationship of the transformational leaders’ and followers’ performance outcomes was only H11c significantly. H11c concerned

the idea that the intellectual stimulation and social network tie relationship moderated a creative work environment ( $B=-0.275$ ,  $p=0.001$ ). If the leader creates comfortable environment in meetings, motivates teams to create new projects, and practices solving problems creatively, the social network ties will better develop in the organization (Figure 4.10).

In study on leadership, Elkins and Keller (2003) and Gumusluoglu and Ilsev (2009) showed that “transformational leadership behaviors closely matched the determinants of innovation and creativity at workplace, some of which are vision, support for innovation, autonomy, encouragement, recognition, and challenge” (Elkins & Keller, 2003; Gumusluoglu & Ilsev, 2009). In order to enhance generative thinking, the leaders encouraged followers to work on challenging and complex jobs; the work environment was conducive to brainstorming within their team and they sought new approaches (Elkins & Keller, 2003; Gumusluoglu & Ilsev, 2009).

Hargadon and Sutton (1997) also found that a firm operating in several industries was able to come up with new business concepts by taking advantage of access to knowledge derived from various industries (Hargadon & Sutton, 1997). Moreover, the research of senior managers within the UK advertising industry was found that a creative work environment fostered the effective utilization of explicit knowledge. Mahmood et al. (2011) also found that “the mix group affiliates’ ties in Taiwanese business groups related to the development of their internal capabilities” (Mahmood et al., 2011). The qualitative results also supported intellectual stimulation leaders encouraging followers to brainstorm, and a creative work environment, which supported them in sharing knowledge in the group to seek solutions for group work.

### **Practical Implications**

According to the results, there are several practical implications. *First*, the findings suggest that organizational tenure is positively related to efficacy, but is not related to the business network or social network ties. Hence, the organization provides values for the business network, social network ties, and efficacy for newcomers. For experienced committee members, the organization provides missions/tasks for them. As long as the committee members participate in the organization, they feel more confident in their abilities and develop their -efficacy.

*Second*, the results showed that the characteristics of the Thai Chamber of Commerce transformational leaders were described as follows: First, leaders must be trustworthy, concerned about the collective mission and consider the moral and ethical consequences of their decisions. Secondly, leaders must enhance the creativity and innovative thinking in the group. Finally, leaders must understand members' needs and not forget to celebrate team efforts.

Hence, the organization can help leaders develop transformational leadership skills for building better performance outcomes, and possibly increasing empowerment of their teams. Additionally, the leadership development trainings for the Provincial Chairperson, the YEC President, and committee members can apply these characteristics/skills in programs to develop great leaders for the organization.

*Third*, the findings suggest that political skill moderates the relationship of intellectual stimulation and social network ties. Hence, leaders should let team members brainstorm on critical issues and let them balance and manage the connections in each sector because these are matched to their aspiration. Stronger social network ties will occur after that.

*Fourth*, the findings suggest that innovative work behavior moderates the relationship of intellectual stimulation and social network ties as well as the relationship of intellectual stimulation and efficacy. Hence, leaders should provide opportunities to group members to explore new ideas and generate ideas, and then implement ideas together with challenging them to solve new problems. In this way they will earn close social network ties and develop their self-efficacy through group work on challenging tasks.

*Fifth*, the findings suggest that a creative work environment moderates the relationship of intellectual stimulation and social network ties. Hence, leaders should encourage the creativity in the workplace or meeting place, as this will support vision, innovation, autonomy, encouragement, recognition, and challenge, and then encourage them to brainstorm on issues; this will create cohesive friendships and networks. The results also supported the idea that a creative work environment moderated the relationship of inspiration motivation and business networks and social network ties. According to the qualitative results, the committee members are also interested in practicing being inspirational motivation leaders.

The study's results and associated implications should be viewed in light of developing organizational human development. The Thai Chamber of Commerce was used as a case study of a non-government agency, which has many leaders and followers in the organization. Everyone has several roles and responsibilities. The leadership of the executive committees is significant for the organization. The findings can be useful in assisting executive committees to develop and implement leadership practices that are conducive to the likelihood of committees continuing in the organization.

## **5.2 Limitations of the Study**

From a methodological perspective, the strength of this study is the data from potential transformational leaders that have positions for driving the organization. Sixty percent of the data was from young entrepreneurs that are in charge of transforming the organization. The data collection was also from multiple sources collected over a six-month period, which reduced potential bias that may result from common method variances.

However, this study also suffered from several limitations. One weakness of the study was time limitations and sample size. The research used multilevel analysis to study the results at group-individual level. This may show interesting results for future research. The study might be related to the culture of the organization. However, the results showed that there was no cluster effect ( $ICC < 0.10$ ).

Another limitation of this research concerns the sample of the study. The respondents were drawn from the Thai Chamber of Commerce, and most were potential leaders of the provincial Thai Chamber of Commerce Chapters. The results of this research are generalizable only to the population of the organization. However, one of the objectives of developing this research was to seek different leadership behaviors of an organization such as the Thai Chamber of Commerce and so it might not be generalizable to other organization. Further study is required in this connection.

Another limitation of this research was the dependent variable hypotheses. The hypotheses were developed using qualitative study and it was shown that transformational leadership behaviors were related to self-efficacy, business networks,

and social network ties. The study might have other related variables. Additionally, the moderating variables were from the qualitative study.

Nevertheless, these findings could be replicated in future research using samples from other organizations, cultures, testing more variables.

### **5.3 Suggestions for Further Study**

Building from results of the study, there are some major priorities proposed for future research. First, in the future it would be of benefit to replicate this study and to repeat this model testing approach using a new sample. Second, future research should add more samples in order to test the multilevel analysis to see the differences in individual and group levels. The results of each group may be parallel or non-parallel with individual results. The study may show interesting results for theory and practical implications. Third, more variables could be incorporated into the model. For example, to what extent does transformational leadership with transactional leadership influence followers' performance outcomes? Finally, under the conditions that the intellectual stimulation leader is the strongest contributor to followers' performance outcomes, future study could seek more in-depth information by using qualitative methods to explore new theory.

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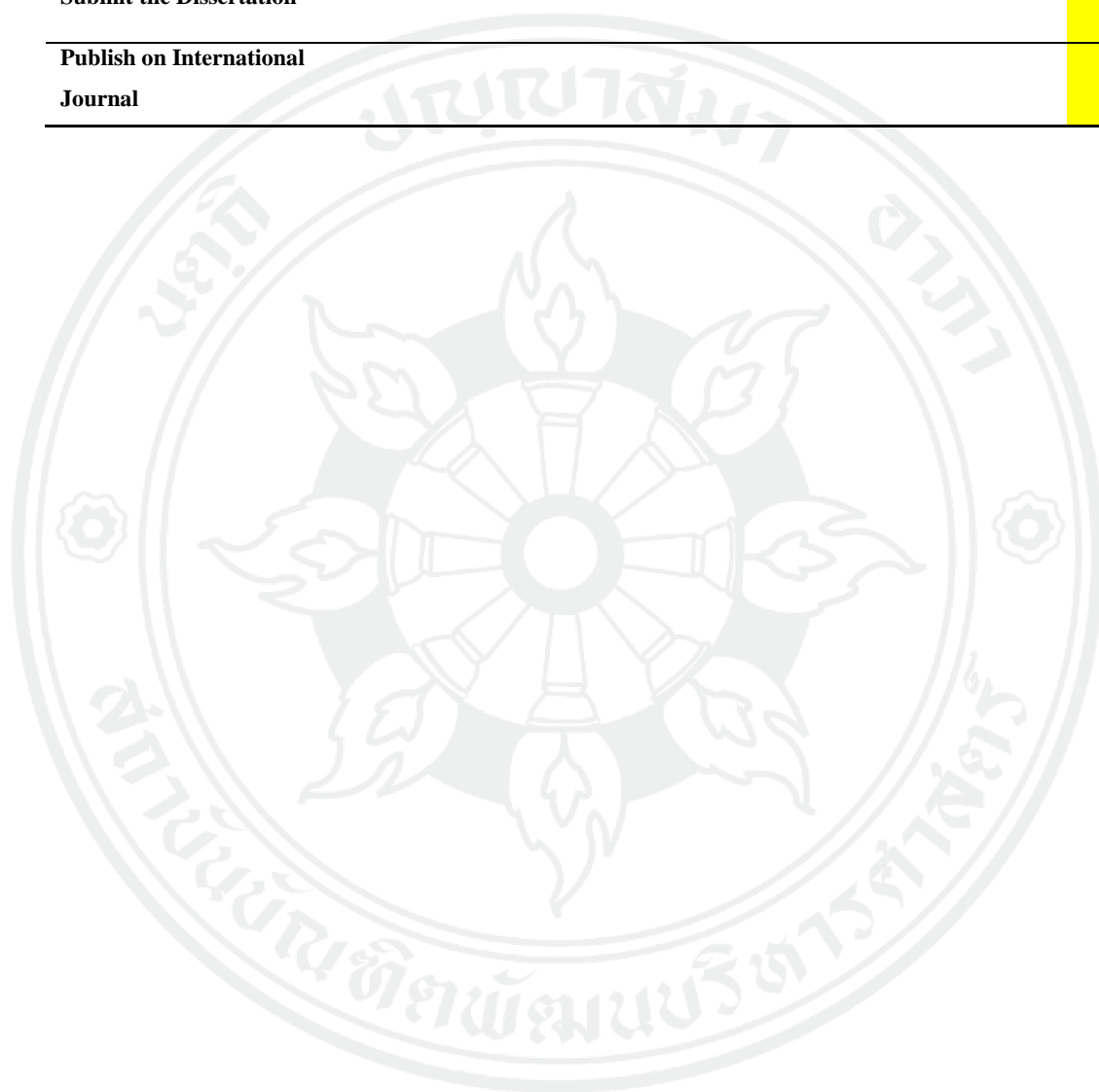


## APPENDICES

### Appendix A: Dissertation Work Plan

STEPS IN THE RESEARCH PLAN	2016		2017		2018				2019	
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Apr
Dissertation Topic Preparation (seminar class)										
Proposal Preparation										
-Meet Advisors for discussion										
-Meet key stakeholders for discussing research topic										
-Revise the conceptual framework										
-Ask permission to organization samples to collect data										
-Pre-test Questionnaire & Revise										
Prepare for Defense Dissertation Topic										
Prepare Chapter 1-3										
Defense Dissertation Topic										
Revise Chapter 1-3										
Submit E-thesis: Chapter 1-3										
Pilot Study										
Collect data (Quantitative & Qualitative)										
Analysis of data										

<b>Report up of findings</b>	
<b>Propose to defense Final Dissertation</b>	
<b>Defense Final Dissertation</b>	
<b>Submit the Dissertation</b>	
<b>Publish on International Journal</b>	



## **Appendix B: Questionnaire**

### **Questionnaire (English Version)**

This questionnaire is a part of research undertaken in a doctoral degree study in the Doctoral Program in Public Administration at the National Institute of Development Administration (NIDA). The research topic is “The Influence of Transformational Leadership on Followers’ Performance Outcomes: the Case of Thai Chamber of Commerce”

#### **Instructions:**

1. In order to develop good research, please answer every question carefully, keep response every question truthfully, and be response in each question based on your facts and precisely your perception.

Every response will be benefit for seeking the logical relationship of transformational leadership on followers’ performance outcomes. The results will be benefit to develop the learning and leadership programs for the organizations in the future, especially for non-governmental institutions (Thai Chamber of Commerce).

2. In the questionnaire, there are 2 sections.
3. Please be assured your response strictly confidential and only aggregate reports reported
4. Please accept my THANKS for your time and effort that are contributed to this study.

Best regards,  
Arrada Mahamitra

**Section 1:** General Information about Yourself. Please mark  at your response in the following questions that indicate most precisely your perception, expectation, or facts for each question.

**About Yourself, Your Status, and Your opinion regarding to Thai Chamber of Commerce and Provincial Chamber of Commerce**

1. Are you a committee member of Board of Trade/ Thai Chamber of Commerce or Provincial Chamber of Commerce?

- Yes       No

2. What is your position in the Board of Trade/ Thai Chamber of Commerce or Provincial Chamber of Commerce?

- Chairperson of Provincial Chamber of Commerce  
 Committee member of Board of Trade/ Thai Chamber of Commerce  
 Committee member of Provincial Chamber of Commerce  
 Committee member of Sub-Committee of the Board of Trade/ Thai Chamber of Commerce  
 YEC President - Young Entrepreneur Chamber of Commerce President of Provincial Chamber of Commerce  
 YEC Committee Member - Young Entrepreneur Chamber of Commerce Committee Member of Provincial Chamber of Commerce  
 Others, please specify.....

3. Please specify the province you are a committee member

Province: ..... (top-down list- 77 provinces for your selection)

4. Years of Experience in the Board of Trade/ Thai Chamber of Commerce or Provincial Chamber of Commerce

- 0-5 Years       6-10 Years       11-15 Years  
 15-20 Years       More than 20 Years

5. What are your interests/ motives/ reasons for being in the Board of Trade/ Thai Chamber of Commerce or Provincial Chamber of Commerce? Please rank each of the following items in order of importance; place a '1' means most importance and a '5' least importance)

- I would like to seek for network of businesspeople to exchange the knowledges/viewpoints
- I would like to seek knowledge in order to improve my business
- I believe my capability can drive organization to meet the mission.
- I would like to learn on how to work with people outside my company
- I would like to earn the benefits of attending the organization's programs
- Others, please specify.....

#### About Yourself

6. Are you an Entrepreneur or Executive Employee?
- Yes       No
7. What is your position?
- Chairperson       Board members       CEO/ President
  - Vice /Asst. President       Director       Manager
  - Others, please specify.....
8. How many employees in your company?
- 0-50 persons       51-100 persons       101-150 persons
  - 151-200 persons       More than 200 persons
9. How many persons do you supervise?
- 0-20 persons       21-40 persons       41-50 persons
  - 51-60 persons       More than 60 persons
10. How many years you have working experience?



You display a sense of power and confidence, and reassure them we can overcome obstacles.	0 1 2 3 4
You emphasize a collective mission and note the importance of having a strong sense of purpose	0 1 2 3 4
You consider the moral and ethical consequences of decisions	0 1 2 3 4
<b>Inspiration Motivation</b>	
You articulate a compelling vision for the future and talk optimistically about the future	0 1 2 3 4
You express confidence that goals will be achieved	0 1 2 3 4
You help others find meaning in their work.	0 1 2 3 4
You encourage team to focus on what needs to be accomplished	0 1 2 3 4
You create exciting image of what is essential to consider	0 1 2 3 4
You encourage team-spirit, general enthusiasm, especially towards difficult challenges to achieve the goals	0 1 2 3 4
<b>Intellectual Stimulation</b>	
Seek differing perspectives	0 1 2 3 4
You reexamine critical assumptions to question whether they are appropriate	0 1 2 3 4
You suggest new ways of looking at how to complete assignments	0 1 2 3 4
You enable others to think about old problems in new ways, and rethink ideas that they had never questioned before	0 1 2 3 4
You encourage non-traditional thinking	0 1 2 3 4
You encourage others to look at problems from differing angles	0 1 2 3 4
<b>Individualized Consideration</b>	
You treat followers as individuals, rather than simply group members	0 1 2 3 4
You help others to develop their strengths	0 1 2 3 4

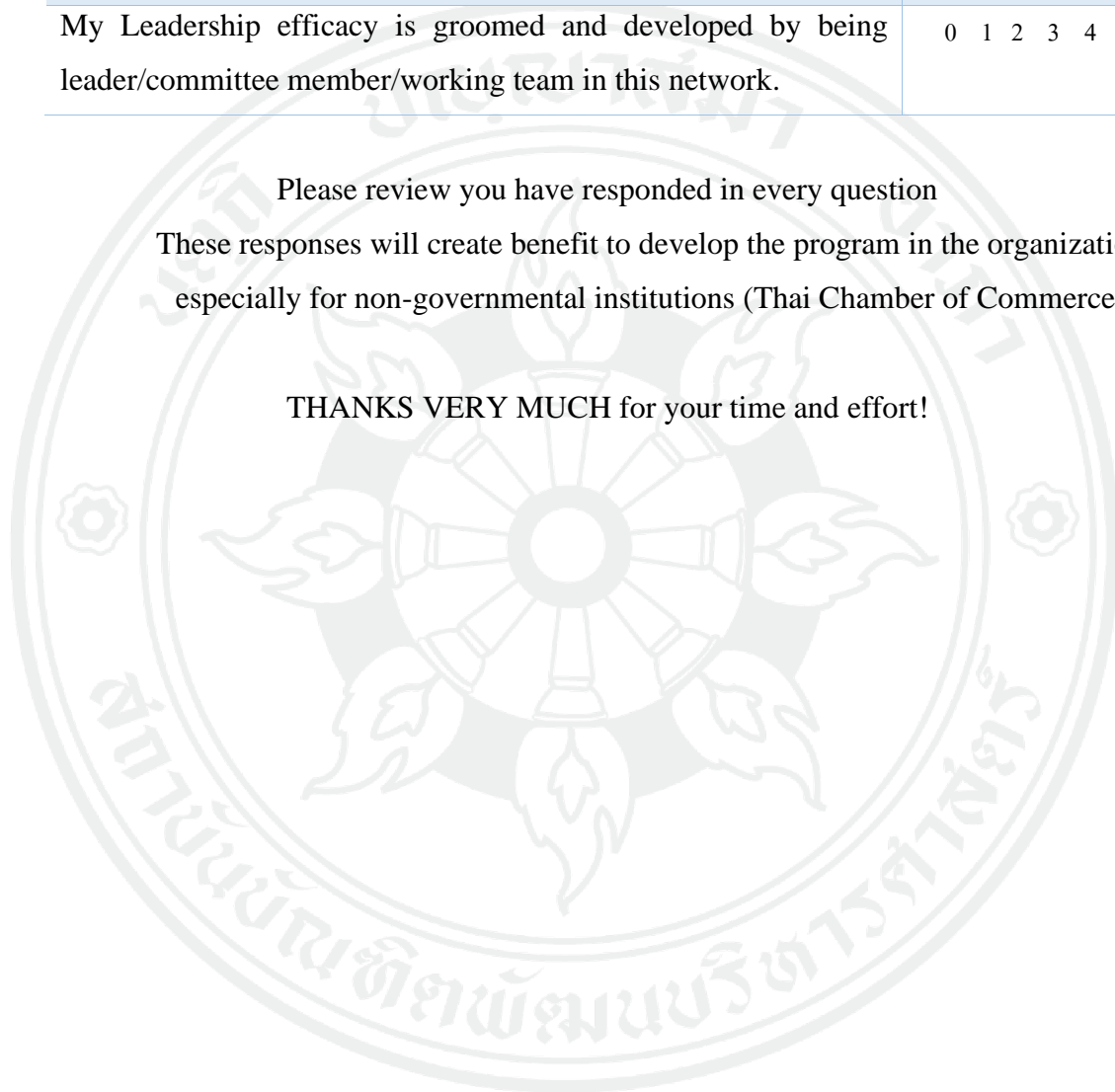
You spend time coaching and teaching your followers	0 1 2 3 4
You identify the differing needs, abilities, and aspirations for those individuals	0 1 2 3 4
You treat your members as important human resources Promote self-development	0 1 2 3 4
<b>Political Skill</b>	
You have experience in the difficult situations and negotiations, and have to deal with the conflicts	0 1 2 3 4
You have ability to communicate and negotiate clearly and effectively in the formal and non-formal situations	0 1 2 3 4
You can consider the opposites' thoughts, feelings and behaviors, and can predict situations, and then you can manage the needs of every sides fairly and peacefully.	0 1 2 3 4
You are a person who build good relationship with all stakeholders.	0 1 2 3 4
You gain trust from people around you because you demonstrate integrity and honesty.	0 1 2 3 4
<b>Innovative Work Behavior</b>	
You encourage team members to create new ideas and innovate new projects	0 1 2 3 4
You support members to bring their winning ideas turn into a real, tangible, and sustainable programs	0 1 2 3 4
You encourage your team members to brainstorm, seek for opportunities and create new projects collaboratively	0 1 2 3 4
You believe that "my people are the greatest assets, and the way to develop the best innovation and wisdom for organization"	0 1 2 3 4
<b>Creative Working Environment</b>	
You create the comfortable environment in the meeting, let everyone involved, open for ideas and discussion.	0 1 2 3 4
You motivate teams to create new projects for organization.	0 1 2 3 4

When you handle with the challenge issues, you let team involved in, open for concerns/ points of views, solve problems and find solutions together.	0 1 2 3 4
When your team feel tired from long hours meeting, you will re-energize them by switching to another thing, make them feel better and try to make their power back.	0 1 2 3 4
<b>Business Network</b>	
From participating in this network, I gain new perspectives, ideas and knowledge to develop my own company.	0 1 2 3 4
In chapter/ committee group, I promote team collaboration to create mutual benefit for the organization.	0 1 2 3 4
I receive good economic and business data/information from this network.	0 1 2 3 4
As being in this network, I have an opportunity to involve in a discussion of economic/social issues and provincial/national strategic plans.	0 1 2 3 4
<b>Social Network Ties</b>	
This network creates supportive network and friendship among members.	0 1 2 3 4
Being a member, I gain new perspectives from sharing knowledge and experience.	0 1 2 3 4
Referral friend to friend supports me to connect with people.	0 1 2 3 4
Being in this network, I gain trust from network referral. It supports me to communicate and collaborate with external organizations.	0 1 2 3 4
<b>Efficacy</b>	
Being a member of this network, I develop myself, my skill, and my business management.	0 1 2 3 4
This network let me realized and learnt on how to manage the challenge issues.	0 1 2 3 4
I develop myself from observing and learning from people in this	0 1 2 3 4

network, and some of them are my role model.	
Being leader/committee member/working team in this network, I gain experience of being 'Transformational Leader'.	0 1 2 3 4
I develop leadership skills/competences through working with people; it can be called 'on the job-training'.	0 1 2 3 4
My Leadership efficacy is groomed and developed by being leader/committee member/working team in this network.	0 1 2 3 4

Please review you have responded in every question  
 These responses will create benefit to develop the program in the organization,  
 especially for non-governmental institutions (Thai Chamber of Commerce).

THANKS VERY MUCH for your time and effort!



### Questionnaire (Thai Version)

แบบสอบถามนี้เป็นส่วนหนึ่งของการวิจัยเรื่อง “อิทธิพลของภาวะผู้นำการเปลี่ยนแปลงที่มีต่อผลลัพธ์การดำเนินงานของผู้ตาม กรณีศึกษา องค์กรหอการค้าไทย” (The Influence of Transformational Leadership on Followers’ Performance Outcomes: the Case of Thai Chamber of Commerce”

#### คำชี้แจง

1. เพื่อให้ได้ข้อมูลที่เหมาะสมและนำไปใช้งานได้อย่างมีประสิทธิภาพ จึงขอความอนุเคราะห์จากท่านเป็นผู้ตอบแบบสอบถามนี้ตามความเป็นจริง เพราะข้อมูลที่เป็นจริงของท่านจะมีคุณค่ายิ่งทำให้ทราบข้อเท็จจริงอันจะนำไปสู่การค้นพบความสัมพันธ์เชิงสาเหตุของภาวะผู้นำการเปลี่ยนแปลงที่มีผลต่อผลลัพธ์การดำเนินงานของผู้ตาม ในองค์กรหอการค้าไทย ซึ่งผลการศึกษานำไปประยุกต์ใช้ในการดำเนินงานขององค์กร ไม่แสวงผลกำไร อาทิ สมาคม สหพันธ์ ภาครัฐกิจต่างๆ และ หรือผู้ที่สนใจต่อไป
2. แบบสอบถามมีทั้งหมด 2 ส่วน
3. ข้อมูลของท่านถือเป็นความลับที่จะไม่ได้รับการเผยแพร่ต่อบุคคลอื่น และจะไม่มีผลกระทบต่อกรปฏิบัติงานของท่านแต่อย่างใด
4. ผู้วิจัยขอขอบคุณที่ท่านให้ความร่วมมือในการตอบแบบสอบถามมา ณ โอกาสนี้

ขอขอบคุณ

อารดา มหามิตร

**คำชี้แจงส่วนที่ 1** ข้อมูลทั่วไป กรุณาตอบคำถามต่อไปนี้โดย  ในช่องที่ตรงกับความเป็นจริง

ข้อมูลผู้ตอบแบบสอบถาม (ด้านองค์กรหอการค้าไทยและหอการค้าจังหวัด)

1. ท่านกำลังดำรงตำแหน่งในองค์กรหอการค้าไทยและหอการค้าจังหวัดหรือไม่

ใช่  ไม่ใช่

2. ตำแหน่งของท่านในองค์กรหอการค้าไทยและหอการค้าจังหวัด

ประธานหอการค้าจังหวัด

กรรมการหอการค้าไทยและสภาหอการค้าแห่งประเทศไทย

กรรมการหอการค้าจังหวัด  กรรมการคณะกรรมการหอการค้าไทย

ประธาน YEC จังหวัด

กรรมการคณะกรรมการ/ YEC หอการค้าจังหวัด

อื่นๆ โปรดระบุ.....

3. โปรดระบุหอการค้าจังหวัดที่ท่านเป็นสมาชิกอยู่

จังหวัด ..... (ชื่อ 77 จังหวัด ให้เลือก)

4. ประสบการณ์ของท่านในองค์กรหอการค้าไทยและหอการค้าจังหวัด

0-5 ปี  6-10 ปี  11-15 ปี  15-20 ปี  มากกว่า 20 ปี

5. เหตุผลของท่านในการเข้าร่วมองค์กรหอการค้าไทยและหอการค้าจังหวัด

(โปรดเรียงลำดับเหตุผล; 1 เท่ากับสำคัญมากที่สุด 5 เท่ากับสำคัญน้อยที่สุด)

โปรดเรียงลำดับ

แสวงหาเครือข่ายกลุ่มนักธุรกิจเพื่อแลกเปลี่ยนความรู้ซึ่งกันและกัน

แสวงหาความรู้ เพื่อนำมาต่อยอดประโยชน์ต่อธุรกิจตนเอง

- เชื่อว่าความสามารถ/ศักยภาพท่านจะช่วยขับเคลื่อนองค์กรได้
  - เข้ามาเพื่อเรียนรู้การทำงานกับคนภายนอกองค์กร
  - เพื่อรับสิทธิพิเศษในการเข้าร่วมกิจกรรมอื่นๆ
  - เหตุผลอื่นๆ (หากมีเหตุผลอื่น ที่ท่านเข้าร่วมองค์กรหอการค้าไทยและหอการค้าจังหวัด)
- โปรดระบุ.....

**ข้อมูลผู้ตอบแบบสอบถาม (ด้านข้อมูลส่วนตัว)**

6. ท่านเป็นผู้บริหาร/เจ้าของกิจการ
  - ใช่     ไม่ใช่
7. ท่านดำรงตำแหน่งระดับใดในองค์กร/บริษัทของท่าน
  - ประธานกรรมการบริษัท     กรรมการบริษัท     กรรมการผู้จัดการ/ CEO
  - รองกรรมการผู้จัดการ     ผู้อำนวยการ     ผู้จัดการ
  - อื่นๆ โปรดระบุ.....
8. จำนวนพนักงานในองค์กรของท่าน
  - 0-50 คน     51-100 คน     101-150 คน
  - 151-200 คน     มากกว่า 200 คน
9. จำนวนพนักงานภายใต้การบังคับบัญชาของท่าน
  - 0-20 คน     21-40 คน     41-50 คน
  - 51-60 คน     มากกว่า 60 คน
10. ประสบการณ์ในการทำงานบริหารองค์กรของท่าน
  - 0-5 ปี     6-10 ปี     11-15 ปี     15-20 ปี     มากกว่า 20 ปี



ท่านพิจารณาถึงหลักจริยธรรม และผลที่ตามมาทุกครั้งในการตัดสินใจ	0 1 2 3 4
<b>การสร้างแรงบันดาลใจ (Inspiration Motivation)</b>	
ท่านเป็นผู้มองการณ์ไกล มีวิสัยทัศน์ และได้บอกเล่าถึงนั้นแก่ทีม	0 1 2 3 4
ท่านแสดงความเชื่อมั่นว่าทีมงานในกลุ่มจะบรรลุเป้าหมายในการทำงานได้	0 1 2 3 4
ท่านได้ให้คำแนะนำแก่ทีมงานถึง‘ความหมายของงาน’	0 1 2 3 4
ท่านกระตุ้นทีมงานให้มุ่งความสนใจในการค้นหาวิธีการเพื่อจะทำให้งานเกิดผลสำเร็จ	0 1 2 3 4
ท่านมักให้ทีมงานตระหนักถึงภาพของสิ่งที่มีความจำเป็นที่ต้องพิจารณา	0 1 2 3 4
ท่านกระตุ้นให้ทีมงานคำนึงถึง ‘ความเป็นทีม’ และให้ทีมเห็นถึงความตั้งใจอย่างแน่วแน่ที่จะร่วมกันฝ่าฟันความท้าทายที่ยากลำบาก เพื่อให้งานสำเร็จตามที่กำหนด	0 1 2 3 4
<b>การกระตุ้นทางปัญญา (Intellectual Stimulation)</b>	
ท่านให้ความสำคัญกับการเปิดโอกาสให้ผู้ร่วมงานมีโอกาสแสดงความคิดเห็นเพื่อหามุมมองใหม่ๆ	0 1 2 3 4
ท่านวิเคราะห์สาเหตุของปัญหาในการทำงาน โดยใช้ข้อมูลและหลักฐานที่น่าเชื่อถือ	0 1 2 3 4
ท่านให้ความสนใจที่จะปรับปรุงวิธีการทำงานให้ดีขึ้น	0 1 2 3 4
ท่านมีความพยายามค้นหาวิธีการแก้ปัญหาใหม่ๆ	0 1 2 3 4
ท่านส่งเสริมให้ผู้ร่วมงานแสดงความคิดเห็นในการทำงาน	0 1 2 3 4
ท่านส่งเสริมให้ระบุปัญหา โดยใช้เหตุผลและหลักฐานมากกว่าคิดเองว่าเป็นปัญหา	0 1 2 3 4
<b>การคำนึงถึงความเป็นปัจเจกบุคคล (Individualized Consideration)</b>	
ท่านให้คำแนะนำที่เป็นประโยชน์ต่อความก้าวหน้าแก่ผู้ร่วมงานเป็นรายบุคคล	0 1 2 3 4
ท่านให้ความสนใจการพัฒนาจุดเด่นของผู้ร่วมงานเป็นรายบุคคล	0 1 2 3 4
ท่านใช้เวลาในการแนะนำการปฏิบัติงานแก่ผู้ร่วมงานเป็นรายบุคคล	0 1 2 3 4
ท่านปฏิบัติต่อผู้ร่วมงานโดยคำนึงถึงความแตกต่างระหว่างบุคคล	0 1 2 3 4

ท่านปฏิบัติต่อผู้ร่วมงานในฐานะที่เป็นทรัพยากรมนุษย์ที่มีความสำคัญมากกว่าในฐานะที่เป็นเพียงผู้ได้บังคับบัญชาคนหนึ่งเท่านั้น	0	1	2	3	4
<b>ทักษะทางการเมือง (Political Skill)</b>					
ท่านมีประสบการณ์ในการเจรจาในสถานการณ์ที่มีความคิดเห็นที่ขัดแย้งกัน	0	1	2	3	4
ท่านพูดจาในที่ประชุมอย่างฉะฉานและเจรจาได้อย่างมีเหตุมีผล	0	1	2	3	4
ท่านสามารถวิเคราะห์พฤติกรรมและท่าทีของผู้อื่น และสามารถจัดการบริหารความต้องการแต่ละฝ่ายได้อย่างสันติวิธี	0	1	2	3	4
ท่านเป็นผู้สร้างสัมพันธ์ที่ดีกับทั้งหน่วยงานภายในและภายนอก	0	1	2	3	4
ท่านแสดงออกถึงความซื่อสัตย์ จริงใจ ซึ่งเป็นที่ไว้วางใจแก่คนที่พบเห็นและพูดคุย	0	1	2	3	4
<b>พฤติกรรมการทำงานเชิงนวัตกรรม (Innovative Work Behavior)</b>					
ท่านสนับสนุนให้สมาชิกในองค์กรสร้างสรรค์แนวคิดใหม่ๆ ในการโครงการต่างๆ	0	1	2	3	4
ท่านสนับสนุนการนำแนวคิดดีๆ ที่เกิดขึ้น ไปปฏิบัติจริง	0	1	2	3	4
ท่านกระตุ้นให้ทีมงานร่วมกันค้นหาโอกาส ระดมสมอง และสร้างสรรค์งานใหม่ๆ	0	1	2	3	4
ท่านเชื่อว่าทุกคนในองค์กรเป็นพันธมิตรแห่งปัญญาและการสร้างสรรค์นวัตกรรม	0	1	2	3	4
<b>สภาพแวดล้อมการทำงานสร้างสรรค์ (Creative Working Environment)</b>					
ท่านสร้างบรรยากาศในการประชุมทุกๆ ครั้งให้มีการแลกเปลี่ยนความคิดเห็นกันรับฟังแนวคิดซึ่งกันและกัน	0	1	2	3	4
ท่านกระตุ้นให้ทีมงานนำเสนอโครงการใหม่ๆ แก่องค์กร	0	1	2	3	4
ในการคิดประเด็นกลยุทธ์ที่สำคัญ ท่านเปิดโอกาสให้สมาชิกเข้ามาช่วยกันคบคิด และเพื่อหาหนทางแนวทางร่วมกัน	0	1	2	3	4
เมื่อทีมงานมีความรู้สึกเหนื่อย อ่อนล้า จากการประชุมหลายชั่วโมง ท่านมักจะสร้างบรรยากาศที่ชวนให้ทุกคนมีความรู้สึกผ่อนคลายและมีพลังขึ้นมา	0	1	2	3	4

<b>การรวมกลุ่ม/เครือข่ายทางธุรกิจ (Business Network)</b>	
จากการรวมกลุ่มกัน ท่านได้รับแนวคิดใหม่ๆ ในการต่อยอดพัฒนาองค์กร	0 1 2 3 4
ท่านได้สร้างโอกาสในการประสานความร่วมมือและสร้างประโยชน์แก่องค์กร	0 1 2 3 4
ท่านได้รับข้อมูลอันเป็นประโยชน์จากการเข้าร่วมองค์กร	0 1 2 3 4
จากการเข้าร่วมกลุ่ม ท่านได้ร่วมหารือในประเด็นสำคัญๆ ในการขับเคลื่อนและพัฒนาเศรษฐกิจ กลุ่มธุรกิจ และ สังคม	0 1 2 3 4
<b>ความสัมพันธ์ของสมาชิกในองค์กร (Social Network Ties)</b>	
ความสัมพันธ์ที่เกิดขึ้นในองค์กร ทำให้ท่านสร้างมิตรใหม่และพัฒนาความเป็นเพื่อนซึ่งกันและกัน	0 1 2 3 4
การเข้าร่วมเป็นสมาชิกในองค์กร ทำให้ท่านได้เปิดมุมมองจากการแลกเปลี่ยนกับเพื่อนสมาชิก	0 1 2 3 4
การแนะนำเพื่อนต่อเพื่อน ทำให้ท่านประสานงานและดำเนินงานในเรื่องต่างๆ มีความสะดวกรวดเร็วขึ้น	0 1 2 3 4
เมื่อท่านได้รับการแนะนำแบบมีการอ้างอิง ทำให้การพูดคุย เจรจา และการประสานงานกับองค์กรภายนอก มีความซื่อสัตย์ใจ เชื่อถือซึ่งกันและกัน	0 1 2 3 4
<b>ศักยภาพ/ความสามารถ (Efficacy)</b>	
จากการเข้าร่วมเป็นสมาชิกขององค์กร ท่านได้พัฒนาทักษะทางการบริหารตนเองและการบริหารองค์กร	0 1 2 3 4
ท่านได้เรียนรู้และสัมผัสถึงความท้าทายในเรื่องต่างๆ ในการดำเนินงานจากองค์กร	0 1 2 3 4
ท่านได้พัฒนาตนเองจากการสังเกตและเรียนรู้ จากบุคคลในองค์กร ทำให้ท่านมีต้นแบบในการทำงานและตัดสินใจในเรื่องต่างๆ	0 1 2 3 4
ท่านได้รับประสบการณ์การเป็นผู้นำเพื่อการเปลี่ยนแปลง จากการเข้ามาบริหารองค์กร	0 1 2 3 4

ท่านได้ฝึกฝนการเป็นผู้นำจากการทำงานร่วมกับผู้อื่นในองค์กร	0	1	2	3	4
ศักยภาพความเป็นผู้นำของท่านได้รับการบ่มเพาะเรียนรู้และพัฒนาจากการทำงานในองค์กร	0	1	2	3	4

### โปรดตรวจสอบว่าท่านได้ตอบคำถามทุกข้ออีกครั้ง

การตอบคำถามของท่านจะนำไปซึ่งการวิเคราะห์ผลและสร้างสรรค์โครงการพัฒนาผู้นำต่อไป

ขอขอบคุณท่านที่สละเวลาในการตอบแบบสอบถามครั้งนี้

#### Questionnaire format: Google Forms

##### Google Forms

I've invited you to fill out a form:

#### แบบสอบถามเรื่อง "ภาวะผู้นำการเปลี่ยนแปลง (Transformational Leadership)"

แบบสอบถามงานวิจัยนี้เป็นส่วนหนึ่งของ คุชกูนิพนธ์ระดับปริญญาเอก เรื่อง "อิทธิพลของภาวะผู้นำการเปลี่ยนแปลงที่มีต่อผลลัพธ์การดำเนินงานของผู้ตาม" (The Influence of Transformational Leadership on Followers' Performance Outcomes" โดยมุ่งศึกษาภาวะผู้นำของผู้ที่มีบทบาทในองค์กรที่ไม่แสวงหากำไร ที่เป็นตัวแทนของภาคเอกชนของประเทศ อาทิ องค์กรหอการค้า สภาอุตสาหกรรมแห่งประเทศไทย และอื่นๆที่เกี่ยวข้อง งานวิจัยนี้ จัดทำโดย นางสาวอารดา มหามิตร ซึ่งมีความมุ่งหวังว่าข้อเท็จจริงจากการตอบแบบสอบถามนี้จะนำไปสู่การค้นพบความสัมพันธ์เชิงสาเหตุของภาวะผู้นำการเปลี่ยนแปลงที่มีผลต่อผลลัพธ์การดำเนินงานของผู้ตาม ในองค์กรที่มีลักษณะแบบหอการค้า ซึ่งผลการศึกษานำไปประยุกต์ใช้ในการดำเนินงานขององค์กร ไม่แสวงผลกำไร อาทิ สมาคม สหพันธ์ ภารกิจต่างๆ และ หรือผู้ที่สนใจต่อไป

จึงขอความอนุเคราะห์จากท่านเป็นผู้ตอบแบบสอบถามนี้ ขอให้ตั้งใจและตอบตามความเป็นจริงขอขอบคุณ

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