The Influence of Leader Behaviour, Creative Leadership, and Good Governance for Thailand 4.0

อิทธิพลของพฤติกรรมผู้นำ ภาวะผู้นำแบบสร้างสรรค์ และหลักธรรมาภิบาล สำหรับไทยแลนด์ 4.0

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Abstract

In the development toward Thailand 4.0, many organisations have adapted themselves in order to survive. The key players in this process are leaders within an organisation that improve the efficacy of management systems. As a result, many scholars are interested in studying this process, and have concluded that leadership can increase the performance of organisations. However, the study of professional performance as it relates to professional leaders has not been conclusive. The purpose of this study was to research the effects of leadership factors, creative leadership, good governance in management, and individual leaders' management competencies. A structural equation model was developed, which was used to compare public and private organisations. Data were collected from 500 samples of employees from both types of organisations. Using the structural equation modeling analysis, the results show that leadership behaviour influences creative leadership and the use of good governance. It does not affect the performance of professional management. Good governance in management has a significant impact on professional management competency. The study also found that creative leadership influences the use of good governance in management, but does not affect professional management competencies. Moreover, the structural equation models developed in this study can be applied to enhance the professional performance of leaders in the context of public and private organisations.

Keywords: 1. Leader Behaviour 2. Creative Leadership 3. Good Governance 4. Thailand 4.0

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บทคัดย่อ

ในการพัฒนาประเทศสู่ยุค Thailand 4.0 ทำให้องค์กรต่างๆ มีการปรับตัวเพื่อความอยู่รอด ซึ่งผู้ที่มีบทบาทสำคัญคือผู้นำในองค์กรที่คอยขับเคลื่อนระบบการบริหารงานให้มีประสิทธิภาพ จึงมีนักวิชาการหลายท่านให้ความสนใจศึกษาและได้ข้อสรุปว่าภาวะผู้นำสามารถเพิ่มผลการดำเนินงานขององค์กร อย่างไรก็ตาม การศึกษาในประเด็นด้านสมรรถนะในการบริหารงานของผู้นำแบบมืออาชีพยังไม่ได้ข้อสรุปที่ชัดเจน การศึกษาครั้งนี้จึงมีวัตถุประสงค์เพื่อศึกษาอิทธพลระหว่างปัจจัยด้านพฤติกรรมผู้นำ ภาวะผู้นำเชิงสร้างสรรค์ หลักธรรมาภิบาลในการบริหารงาน และสมรรถนะในการบริหารงานแบบมืออาชีพ ซึ่งถูกพัฒนาเป็นแบบจำลองสมการโครงสร้าง และเพื่อทำการเปรียบเทียบแบบจำลองสมการโครงสร้างระหว่างองค์กรภาครัฐและภาคเอกชน โดยรวบรวมข้อมูลจากกลุ่มตัวอย่าง 500 ตัวอย่าง ซึ่งเป็นตัวแทนของพนักงานในองค์กรทั้ง 2 ประเภทเท่ากัน ใช้วิธีการวิเคราะห์แบบจำลองสมการโครงสร้าง (Structural Equation Modeling: SEM) ผลการวิเคราะห์ พบว่า พฤติกรรมผู้นำส่งผลต่อภาวะผู้นำเชิงสร้างสรรค์ และการใช้หลักธรรมาภิบาลในการบริหารงาน แต่ไม่ส่งผลต่อสมรรถนะในการบริหารงานแบบมืออาชีพ ส่วนหลักธรรมาภิบาลในการบริหารงานส่งผลต่อสมรรถนะในการบริหารงานแบบมืออาชีพและยังพบว่าภาวะผู้นำเชิงสร้างสรรค์ส่งผลต่อการใช้หลักธรรมาภิบาลในการบริหารงาน แต่ไม่ส่งผลต่อสมรรถนะในการบริหารงานแบบมืออาชีพ นอกจากนี้ยังพบว่า แบบจำลองสมการโครงสร้างที่พัฒนาขึ้นสามารถนำไปประยุกต์ใช้ในการเสริมสร้างสมรรถนะในการบริหารงานของผู้นำแบบมืออาชีพทั้งในบริบทขององค์กรภาครัฐและเอกชนได้อย่างเหมาะสม

คำสำคัญ : พฤติกรรมผู้นำ ภาวะผู้นำเชิงสร้างสรรค์ หลักธรรมาภิบาล ไทยแลนด์ 4.0

Introduction

With Thailand's transition to a value-based economy or innovation-driven economy, its focus has shifted from commodity production to innovative products. It has also switched from an economy driven by the industrial sector to one driven by technology, and from product manufacturing to creativity and innovation. Therefore, the leadership of organisation management in Thailand should be promoted in accordance with the Thailand 4.0 era (Sukrakarn, 2017). Technology should be applied in an organisation's operations to create uniqueness, differentiation, and a sustainable way to change leadership style. Leaders need to promote and empower self-management in an organisation that is clearly linked to management in the 4.0 era. The role of good leaders in the 4.0 era is not only to assign job and control organizational members, which the leaders should encourage people to work on their own responsibly. From this perspective, organisations need to adjust their human resource development processes to be more systematic and efficient.

To keep pace with changes in politics, economics, and especially in information technology under the government's master plan, the public administration system has adopted reforms that apply the competency concept to personnel management. This is because competency is a factor that effectively indicates personnel performance. However, in order to develop the human resource capacity to enable personnel to perform at their full potential and efficiency, it is important to develop the competency of management, which is necessary to accelerate the development of professional management (Surakitbowon, 2014). Therefore, the development of leaders or executives is necessary to create an environment of innovation. This involves designing a management system and establishing suitable leadership activities for a firm's leader. It is essential that the organisation be developed in a professional way to drive change in a positive direction toward success. This way, all organisations are able to operate effectively in the era of Thailand 4.0.

There are a number of scholars who are interested in studying leadership such as Ativetin (2018), Endriulaitiene et al., (2016), Kongwiroj (2015), and Jankaew (2012). It is clear that organisations with strong leadership will have effective management, which can be measured by the performance of the organisation. However, the study of the factors affecting the performance of leaders in professional management has not come to clear conclusions.

This study includes the three main factors that affect leadership enhancement in professional management, that is, (1) leadership behaviour, (2) creative leadership, and (3) good governance. It examines the causal relationship between the latent variables of enhancement of professional management competencies. Structural equation modeling (SEM) was applied as a tool to validate the consistency between the model and empirical data in order to confirm the consistency of the theory with the data collected from the study sample and the causal relationship between variables (Suksawang, 2014).

Research Objectives

This research aims are as follows:

1) To study the effects between leadership factors, creative leadership, good governance in management, and professional management competencies.

2) To compare the structural equation models of performance in professional management between public and private organisations.

Literatures Review

1. Performance Concept

Competency (or competence) refers to the attributes that help a person to produce a product that works or works well (Chinnamphong & Ariratana, 2013). McClelland (1999) divided competence to three categories: (a) core competency, which is the skill that helps the organisation achieve its vision; (b) job competency; and (c) personal competency, which can be defined as one's ability to perform better than others. These competencies are essential for professional leadership. They are also important both for individuals and organisations. The concept of competency can be applied to the selection of personnel, human resources development, performance appraisal development, professional advancement, and planning because performance is related to human resource management. In addition, leadership competencies are important in the following areas:

(1) Achievement: the management of personnel to enhance effectiveness, which consists of the process of selection, development and training, and performance appraisal and compensation.

(2) Supporting the vision, corporate mission, and strategy: The core competency of a leader helps in building the conceptual framework of beliefs and attitudes of personnel so that it is consistent with the vision, mission, and strategy of the organisation. This enables an organisation to achieve its goals quickly.

(3) Creating a corporate culture that promotes teamwork and problem solving, and supports change for the better, which leads to the effective achievement of the goals of the organisation (Santong, 2003; Chinnamphong & Ariratana, 2013).

2. Creative Leadership

Jankaew (2012) described the *creative leadership theory* (using the educational environment as an example) as based on the belief that there may be many leaders in a school that perform the role of leadership in many ways. Hence, the role of leadership is not specific to management. The duty of management is to create learning opportunities for teachers and staff. This is a great way to get people to develop themselves as creative leaders. Creative leadership comprises important principles, including the ability to utilise innovation and technology, teamwork, negotiation, trust, time management, human relations, and individual considerations.

3. Good Governance

Good governance emphasises the role of government executives in the public sector for the public to believe that the problem of corruption in the government is in control. Management, under a system of good governance, is transparent and of a high quality. This is an important concept that applies to all organisations, both public and private.

The regulations of the Office of the Prime Minister, on the establishment of a good system of administration in the country and society (1999), states that there are six elements of good governance: (a) the rule of law, in which organisations are governed by the law, and do not use arbitrary personal power; (b) transparency, which creates mutual trust; (c) principles of engagement, which allow for the opportunity for personnel to participate, be acknowledged, and offer opinions in making decisions about important issues; (d) awareness of rights, duties, and a sense of responsibility; (e) principles of value, which relate to the management and use of limited resources; and (f) the moral principle of accuracy. The use of good governance enables an organisation to increase the efficiency of its management. It is also a mechanism for properly monitoring operations (Uwanno, 1999).

Hypothesis Development

The research framework for this study is an examination of the variables involved in leadership: creative leadership, good governance in management, and professional management competencies. To support the research hypotheses, the details are as follows (Figure 1).

Leadership is an important factor in effective organisation management; a good leader is a good role model. The ability to work with subordinates and other members of an organisation will lead to a culture of encouraging new initiatives, which is a chance to develop work competencies. This leads to the following hypothesis:

H1: *Leadership behaviour influences creative leadership.*

The study of the factors affecting the administration of good governance focuses on leadership behaviours, which consist of morals and ethics in management, public spirit through a focus on the common good, responsibility for duty, and the ability to control emotions. These lead to organisational management based on good governance (Buakampa, 2010). This leads to the following hypothesis.

H2: *Leadership behaviour influences corporate governance in management.*

For the behavioural factors of a leader, previous research was conducted using the following variables for professional management competency: emotional intelligence; morality and responsibility, which have a positive influence on the performance achievement of professional management; vision; change initiative; and problem solving (Worapun, Chaiyagan, Banchirdrit, & Homying, 2014; Kongwiroj, 2015). Thus, leading to the hypothesis:

H3: Leadership behaviour influences professional performance management.

With regarding Thailand 4.0, organisations that need to succeed will have to be managed as knowledge-based organisations in order to be 'learning organisations'. Leaders must have the creative ability to innovate and promote innovation in teamwork. The importance of human resources in the creation of active participation in management and problem solving leads to achievement in organisational performance. This, in turn, reflects the performance of the leader in terms of professional management (Jankaew, 2012). This leads to the following hypothesis:

H4: *Creative leadership influences professional performance.*

In addition to the emphasis on economic development and security, it is important to develop a management system based on good governance to enhance decentralisation in an organisation, and to prevent fraud and misconduct. It is also important to promote equality in the workplace to improve an organisation's ability to manage itself professionally (Chotanachote, 2017). This leads to the following hypothesis:

H5: *Corporate governance influences professional performance management.*

To implement good governance practices in order to make the management of an organisation effective, internal factors are the most important. These factors include the leadership of the executive; ideological influence, and inspirational and intellectual stimulation; and a consideration of each individual. These factors would encourage executives to adopt and apply good governance principles to effectively manage their operations (Buakampa, 2010). This leads to the following hypothesis:

H6: *Creative leadership influences good governance.*

A comparative study of leadership between government and private organisations shows that they vary in their administrative contexts. Previous studies have found that leadership in public and private organisations is different in terms of leadership characteristics. In addition, research on the attitudes of employees in public and private organisations has found that employees are more attentive to an organisation's leadership when it is driving the organisation to be ready for change. Leadership styles differ with organisational contexts, which

influence the readiness and willingness of employees to change. Government employees require a visionary leader and the ability to manage subordinate units. Employees in private organisations need leaders who create interpersonal relationships (Endriulaitiene et al., 2016). This leads to the final hypothesis:

H7: *The structural equation model for professional performance management is different among people working in government and private organisations.*

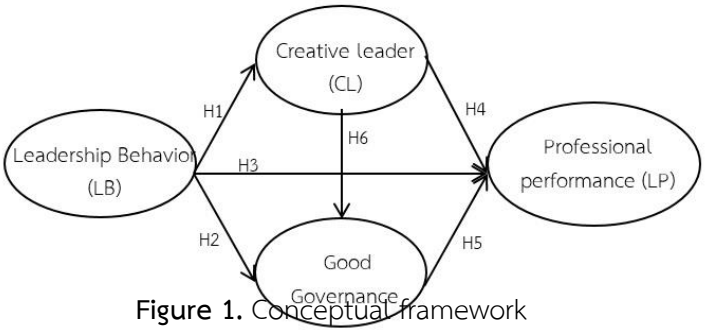


Figure 1. Conceptual framework

Research Methodology

The population in this study comprises employees working in the government and private sectors who are subordinates in a variety of positions. The sample includes 500 employees divided into 250 employees working in government agencies and 250 working in private agencies. This method is based on the minimum sample size of 200 for analysis of the equation model as suggested by Kline (2015). The sample is randomly selected using stratified random sampling, and divided into two subgroups: people working in the government and in the private sectors. Then, a simple random sampling is performed by drawing representative units from both groups. The data are analysed using the SEM method to evaluate the model of performance of professional management with empirical data. A variance test is conducted to compare the models for those working in the public and in the private sectors. The study employs a questionnaire, which passed a reliability test measured on five levels. All the variables have an alpha coefficient (Cronbach's alpha coefficient) in the range of 0.791 to 0.904, which is greater than 0.70 (Santos, 1999). Thus, the questionnaire can be used to collect data.

For content validity testing, the confirmatory factor analysis of *leader behaviour modelling*, *creative leadership modelling*, *good governance in management modelling*, and the *professional management competency model* find that the four models are consistent with the empirical data. The relative chi-square value (χ^2 / *df*) is less than 3 (Hair, Black, Babin, Anderson, & Tatham, 2010) or less than 5 (Schumacker & Lomax, 2004). The Tucker–Lewis

index (TLI) is more than 0.90. The root of mean square (RMSEA) is less than 0.08 (Kline, 2015). The structural accuracy can be analysed appropriately. Table 1 presents these details as follows:

Table 1. Fit index of measurement model

Measurement model	Fit index
Leader behaviour modelling	χ^2 /df = 3.382; CFI = 0.997; TLI = 0.990; RMSEA = 0.069
Creative leadership modelling	χ^2 /df = 2.304; CFI = 0.997; TLI = 0.989; RMSEA = 0.051
Good governance in management model	χ^2 /df = 1.449; CFI = 0.999; TLI = 0.997; RMSEA = 0.030
Professional management competency model	χ^2 /df = 2.075; CFI = 0.998; TLI = 0.995; RMSEA = 0.046

Results

1) General Data Analysis results

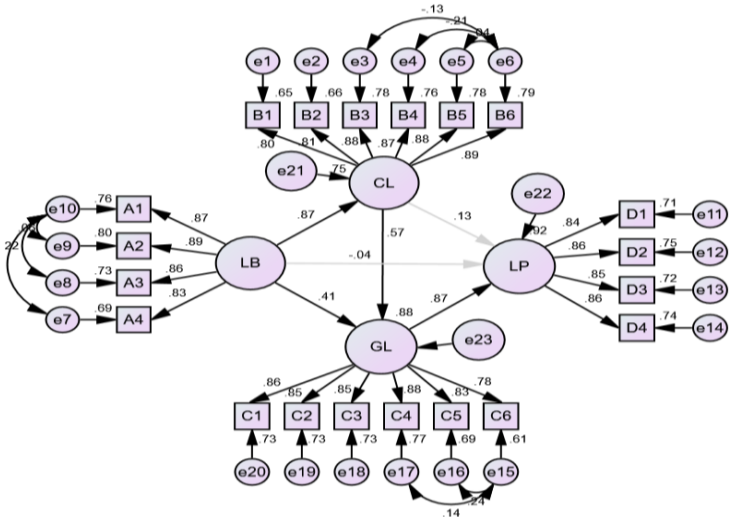
The sample size is equal for male and female subjects; 32.6% of the sample is aged 26–35 years, and 45% have an undergraduate education. The sample group has a high level of attitude towards organisational behaviour ($\bar{x}$= 4.05), with a high level of moral and ethical attitudes first, followed by public mindedness and responsibility, respectively. The creative leadership for the sample ranked at the high level ($\bar{x}$= 3.96), with a high level of attitude towards time management. As for the use of good governance in leadership, the analysis shows that the sample has a high level of attitude ($\bar{x}$= 4.00). The value of following the law ranked first. In addition, the sample has a high attitude level towards professional leadership, with high level for vision ($\bar{x}$= 3.98) and the drive to the change, ranked sequentially.

2) Results of Structural Equations Model

The correlation coefficient and the distribution of data are found to correlate, with the correlation coefficient between .590 and 0.800 at .01 level. The correlation between the variables is less than 0.9, which is considered to be an acceptable level (Field, 2005). Considering normality, the skewness of all the observed variables is between (-0.790) and (-0.292), which is not higher than $\pm$ 3, while the kurtosis is between (-0.749) to 0.832, which is less than +10 (Kline, 2015). The results of the consistency check of the performance equation

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model in the management of professional leaders shows that the model is consistent with the empirical data. The criteria for consistency are as follows: the relative chi-square index (χ^2/df) is 3.844, less than 5 (Schumacker & Lomax, 2004). The CFI is 0.957 and the Tucker–Lewis index (TLI) is 0.951, which are both more than 0.90. In addition, the square root of mean square error of estimation (RMSEA) is 0.075, which is less than 0.08 (Kline, 2015). The results show that a leader's behavioural affect for creative leadership has a coefficient of 0.87 (p <.001), and the coefficient of good governance is 0.41 (p <.001). However, this did not significantly affect the performance of professional management. Moreover, creative leadership does not affect professional performance. The good governance practices in the management of professional performance has a coefficient of 0.87 (p <.001). Creative leadership has a positive effect on good governance, with a coefficient of 0.57 (p <.001). Hence, hypotheses 1, 2, 5, and 6 are accepted, while hypotheses 3 and 4 are rejected. The details are shown in Figure 2.



Chi-Square = 599.698; df = 156; /df = 3.844; RMSEA = 0.075; CFI = 0.957; TLI = 0.951

Figure 2. The analysis of structural equation modeling result

3) Results of Structural Model

An analysis of variance under the four sub-hypotheses, which are the least restrictive invariance test to the most restrictive invariant test, shows: a) Model variance (model form) (H_{form}). b) Equivalence test of component weight (H_{Λ_X}). c) Variable uncertainty test ($H_{\Lambda_X\Theta_\delta}$). d) The variance test of component variance ($H_{\Lambda_X\Theta_\delta\Phi}$) finds that the structural equation model of performance in professional management is unchanged for both government and private organisations. The fit index and consistency index, which are $\Delta\chi^2 / \Delta df$, are less than 3, and ΔCFI, ΔTLI, and RMSEA are less than or equal to .01 (Byrne, 2008; Chen, Sousa, & West, 2005). Hence, hypothesis H7 is accepted as detailed in Table 2.

Table 2. Conformance and variance indexes for the consistency analysis of the variance analysis of model, equation, structure, performance, and professional management

Index	Criteria	H_{form}	H_{Λ_X}	$H_{\Lambda_X\Theta_\delta}$	$H_{\Lambda_X\Theta_\delta\Phi}$
Chi-square	-	762.633	787.393	875.283	1029.147
df	-	294	310	337	377
Chi-square/df	<3	2.594	2.540	2.597	2.730
CFI	>0.90	0.956	0.955	0.949	0.938
TLI	>0.90	0.937	0.939	0.936	0.931
RMSEA	<0.08	0.057	0.056	0.057	0.059
$\Delta\chi^2 / \Delta df$	<3	-	-0.054	0.057	0.133
ΔCFI	≤0.01	-	-0.001	-0.006	-0.011
ΔTLI	≤0.01	-	0.002	-0.003	-0.005
ΔRMSEA	≤0.01	-	-0.001	0.001	0.002

When considering the magnitude of the influence between the latent variables studied in the comparison of the models for government-managed and private organisations, the study finds that governmental leader behaviour influences creative leadership and good governance in management. Creative leadership also influences good governance in management. In addition, corporate governance is the only variable that influences professional performance. For the management of private organisations, the study finds that leadership behaviours influence creative leadership. Creative leadership also influences good governance. Additionally, the governance variables in management influence the professional management competencies. The details are as shown in Table 3

Table 3. Comparison of the size of influence between latent variables classified by type of organisation

Relational effects	Public organisation		Private organisation	
	Coefficient	p-value	Coefficient	p-value
Leader behaviour-->Creative leadership	0.900***	0.000	0.943***	0.000
Leader behaviour --> Good governance in management	0.609***	0.000	0.260	0.112
Leader behaviour --> Professional management competency	-0.036	0.776	-0.498	0.095
Creative leadership --> Professional management competency	0.062	0.503	-0.239	0.546
Good governance in management --> Professional management competency	0.942***	0.000	0.665***	0.000
Creative leadership --> Good governance in management	0.355**	0.003	0.724***	0.000

Note. *** p<.001, ** p<.01

Conclusion

The results of the study indicate that the attitude of employees in both public and private organisations is the highest in terms of the behaviour of their leaders. Ranked second is a leader's public mindedness and responsibility. On the basis of creative leadership, employees ranked their leaders highest for time management ability, followed by trust in subordinates in assigning their work and ability to apply technology in management. For good governance of management, the staff assessed their leaders as having a high level of governance in management, ranking first, which is followed by the use of value and rule of law. Last, in terms of leadership competency, employees believe that their leaders have the ability to solve problems, ranking this quality first, followed by the vision of management and its ability to drive change in the organisation toward a better direction, respectively.

The size of the influence between variables can be explained by the fact that the desired leadership behaviour consists of public morality and ethics, responsibility, as well as emotional intelligence. Qualities that enhance creative leadership are characterised by human relations and individual considerations, such as trust in the subordinates, ability to negotiate

for the benefit of the organisation and its subordinates, ability to manage time, and be a team supporter.

The results of this study are consistent with Udomsak (2013) who found that leaders who behave as role models and motivate their subordinates are more innovative and more productive. Leadership focussed on new initiatives also promotes the use of the good governance principles in six areas, which include transparency, the rule of law, morality, principles of participation, accountability, and values, respectively. This is also consistent with good governance wherein leaders should demonstrate public spirit by focussing on common good and responsibility for duty (Chotanachote, 2017). In addition, leaders with creative leadership are also encouraged to use good governance in their management.

This study finds that the internal factors of a creative leader are knowledge and ability. This is consistent with Buakampa (2010), whose study showed that the internal factors of the leader reflect the characteristics of creative leadership, including capability, ideological influence, inspirational and intellectual stimulation, and individual consideration. These factors encourage leaders to accept and apply good governance principles. The key finding is that leaders who use good governance in their workplaces will enhance their leadership in terms of professional management. However, leadership behaviours and creative leadership do not have the capacity to enhance management competencies. This is in line with Chotanachote (2017), who stated that management should not only be focussed on economic development alone, but also on what is important, which is a system of fair administration, transparency, and quality. This, in turn, reflects the professionalism of the management.

The structural model of performance management developed in this study can be properly applied to both public and private organisations. When considering the differences in size of the influence of management characteristic variables, the study finds notable differences. The influence of variables in government organisations can be explained by the fact that leadership behaviour promotes creative leadership and the use of good governance in management. Creative leadership also contributes to good corporate governance. In addition, good governance in management enhances professional performance of management. Unlike the private sector, the only issue is that a leader’s behaviour does not contribute to good governance, rather the level of creative leadership must be developed first because the management styles of the two types of organisations are different. One of the differences is the flexibility of private organisations, wherein management can be changed frequently and innovation in management can be more easily applied than in public

organisations (Rainey, Backoff, & Levine, 1976). Therefore, the key variables for private organisations are more focussed on creative leadership than for government organisations.

Summary and Recommendations

The results of this study on professional leadership competencies show that leadership behaviour, creative leadership, and good governance are causal factors that directly or indirectly enhance the management competencies of all leaders. In addition, the management model for public and private organisations has differences in terms of factors that enhance management competency. The recommendations of this study are as follows:

Management of government organisations should be based on good governance because government organisations have more authority and scope of operation than private ones. One reason for this emphasis on good governance is because public interests are concerned. Hence, they must be investigated publicly. Officials are expected to perform well in terms of justice and honesty, so government organisations should focus on mainstream transparency. An internal audit system to ensure effectiveness should be developed. Serious penalties should be imposed when offenses occur. Information should be disseminated to the public openly. In addition, management should also be based on the rule of law, using appropriate authority and equality principles too. Another key point is the morality of management—they should work honestly and be dedicated to achieving the goals of the organisation.

For the administration of private organisations, managers with professional management skills should focus on driving change in their organisations. The administration of private organisations focusses on competition for economic benefits. The key to empowering management is the creative leadership of the executive. Executives should develop interpersonal and individual skills, as each employee has different problems and needs. They also should develop negotiation skills, including listening, speaking, reading, and writing, to resolve controversial issues, as well as encourage the exchange of opinions with and by subordinates for administrative purposes. Another important point is to trust subordinates by honouring and respecting their decisions when performing tasks.

Suggestions for Further Research.

To broaden the results of this study, additional factors should be explored that enhance professional management, such as the application of self-efficacy theory, which describes the motivation of a leader to exhibit positive behaviours that are beneficial to the organisation. Social identity theories should be studied to examine the motivations that help employees feel part of a society or organisation. This would lead to the creation of trust among members of the organisation, which would help them in providing more efficient services.

In addition, further research should use advanced statistics to analyse the data because the study, in the context of the management of an organisation, can be classified into two distinct predictive variables: individual level and group level. The review of relevant research did not find studies that use multilevel analysis techniques, which would reveal the relationships between variables with different levels. Advanced statistical analysis would also help clarify personal variables used in the study, such as behaviour, motivation, leadership, and personality. A better understanding of group variables, such as the size of organisation, type of organisation by industry, and the reputation of the organisation, will also lead to more profound knowledge and clarity.

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