

The Influence of Creative Leadership, Work Engagement, and Organizational Loyalty on the Effectiveness of Sustainable Performance at Thailand Post Co., Ltd.

Phakrada Kerdprathum^{1*}

Received: November 12, 2024

Revised: June 9, 2025

Accepted: June 17, 2025

Abstract

This study aims to explore the causal relationships among creative leadership, work engagement, and organizational loyalty toward the effectiveness of sustainable performance at Thailand Post Co., Ltd. following its privatization. A quantitative approach was adopted, with a sample of 700 operational employees from the Bangkok Metropolitan Postal Office and 14 regional offices. Data were collected using a questionnaire, and the statistical methods applied included: (1) descriptive statistics, such as mean and standard deviation, and (2) structural equation modeling (SEM). The conclusions from the quantitative analysis served as the basis for in-depth interviews with 10 senior executives of Thailand Post Co., Ltd.

The study synthesized relevant theories to develop a conceptual framework, focusing on creative leadership, which consists of imagination, vision, flexibility, and intelligence. The work engagement model includes dimensions such as feeling valued, perceiving organizational capability, recognizing roles and dedication, and integrating work into life. The organizational loyalty model comprises confidence in and acceptance of the organization's goals and values, the desire to maintain membership, a sense of ownership, pride in being a member, and the communication of the organization's reputation. The effectiveness of sustainable performance at Thailand Post Co., Ltd. model focuses on four aspects of sustainability: economic, social, corporate governance, and environmental dimensions. The quantitative results reveal that the correlation coefficients between creative leadership, work engagement, organizational loyalty, and effectiveness of sustainable performance range from 0.490 to 0.799, with statistical significance at the 0.01 level. The fit of the causal relationship model with the empirical data confirms alignment and consistency with the findings from in-depth interviews with senior executives. Additionally, the interviews reveal further insights, indicating that organizational values and culture significantly influence creative leadership, work engagement, and organizational loyalty at Thailand Post Co., Ltd.

Keywords: Creative Leadership, Effectiveness of Sustainability Performance, Organizational Loyalty, Work engagement

¹ Assistant Professor, Faculty of Business Administration, North Bangkok University (Rangsit Campus)
(Corresponding author, Email: phakrada.ke@northbkk.ac.th)

Introduction

The liberalization of the transport sector and the advent of the digital era have led postal businesses worldwide to face transformations and challenges in formulating strategies and setting sustainable development goals. In response to these changing circumstances, the Universal Postal Union (UPU) developed the Postal Business Plan 2021–2025, known as the "Abidjan Strategy." This plan was officially adopted during the 27th Universal Postal Congress in August 2021 to drive and encourage postal operators worldwide to enhance service quality, ensuring efficiency, accessibility, and sustainability. It has been observed that most postal businesses have undergone significant structural changes to reduce environmental impact, particularly in terms of carbon dioxide emissions, which have increased due to the growth of e-commerce. According to eMarketer's forecast, global e-commerce growth is expected to rise by 20.3% in 2024 (Thailand Post, 2023a). Furthermore, a 2023 UPU study revealed a significant decline in revenue from letter post services worldwide. In 2005, letter post revenue accounted for approximately 50%, but by 2023, it had decreased to 34%, with further projections indicating a drop to 29% by 2025 due to changes in consumer communication channels and methods. Conversely, revenue from parcels and logistics services has significantly increased. In 2005, this revenue accounted for approximately 11%, rising to 32% by 2021 and is projected to increase to 36% by 2025. This growth is driven by the increasing volume of online shopping and e-commerce transactions (Thailand Post, 2023a). Despite the rising trend in postal service revenue worldwide, the postal sector still faces intensifying competition from new transport service providers, as well as inflationary pressures, both in the present and the future. In response, the UPU has recommended that postal businesses adopt innovative approaches to enhance their competitive capabilities and maintain market share through quality-driven strategies. Key recommendations include: Maintaining service standards and delivery efficiency to foster customer satisfaction and encourage repeat usage. Expanding services to niche markets and strengthening business partnerships to develop a comprehensive and integrated service offering. Prioritizing service and technology development to meet the diverse and evolving needs of consumers in a constantly changing digital landscape. These strategic initiatives are essential for the postal sector to remain competitive and ensure long-term sustainability in an increasingly digital and interconnected world (Thailand Post, 2023a).

Thailand Post Company Limited a state enterprise under the Ministry of Digital Economy and Society, has been operating for 140 years. It was transformed into Thailand Post Company Limited on August 14, 2003, in accordance with the government's state enterprise reform policy (Thailand Post, 2023b) to enhance business operations and competitiveness. According to an analysis by TTB Analytics, the logistics industry in Thailand is projected to grow by 10.5%, with support services for logistics expected to increase by 7.9%. This growth is driven by the rapid expansion of the e-commerce sector, which has intensified the demand for logistics services. However, the industry faces significant challenges, including competitive pressure from both domestic and multinational corporations, as well as shifts in consumer behavior due to the COVID-19 pandemic. Thailand Post's financial performance in 2023 showed total revenue of 21,296.81 million baht, an increase from 2021 and 2022, while total expenses amounted to 21,246.77 million baht, marking a decrease from 2021 and 2022. Consequently, in 2023, Thailand Post achieved a net profit of

50.04 million baht, in contrast to substantial losses in 2021 and 2022 (Thailand Post, 2023a). However, the company's overall revenue has been declining since 2020, while expenses have not proportionally decreased. Notably, personnel expenses account for over 50% of total expenses and continue to increase annually (Thailand Post, 2023a). As a result, Thailand Post faces the challenge of increasing its revenue-generating capacity while controlling costs by enhancing service quality and efficiency. To address these challenges, Thailand Post is focusing on delivering value-added services beyond merely transporting parcels to their destinations. Instead, the company aims to provide high-quality services and an exceptional customer experience (Phakdeephoom, 2023). The company's "Thai Postal Business Partnership" concept leverages its strengths to create business opportunities with strategic partners in a shared economy model, ensuring quality service delivery and excellent after-sales service. This approach is driven by technology and service excellence, incorporating technological innovations to develop new service models that enhance customer satisfaction in the long term (Suphattaraphan, 2022). Thailand Post's operations are guided by five key strategic pillars: 1). Enhancing process quality. 2). Increasing workforce productivity. 3). Expanding revenue streams in logistics and transportation. 4). Balancing business structure for long-term sustainability. 5). Promoting organizational and social sustainability (Thailand Post, 2023b). Given the ongoing changes and challenges, resource management efficiency is crucial for Thailand Post to remain competitive. Human resources, in particular, play a critical role, necessitating creative leadership from management to enable employees to adapt, learn new skills, and explore innovative organizational development strategies. Such an approach is essential for improving operational efficiency and competitiveness (Vétilart, 2014). Employees who can adapt to change must also exhibit strong job commitment (Barnes & Bollier, 2013), which enhances efficiency and productivity in the workplace (Rich et al., 2010). Furthermore, employees with high job commitment demonstrate lower turnover intentions (Agarwal et al., 2011), potentially fostering loyalty to the organization. Such loyalty contributes to the organization's ability to achieve its long-term objectives and goals (Antoncic & Antoncic, 2011). Consequently, this study aims to examine Thailand Post's human resource context concerning operational effectiveness, with a particular focus on the impact of creative leadership, job commitment, and employee loyalty on the company's sustainability. This research is significant both academically and from a management perspective, as it explores the causal relationships among these factors and their influence on the success of Thailand Post, both in the present and in the future.

Research objectives

1. To examine the factors of creative leadership, work engagement, organizational loyalty, and the effectiveness of sustainability performance at Thailand Post Co., Ltd.
2. To investigate the relationships among creative leadership, work engagement, organizational loyalty, and the effectiveness of sustainability performance at Thailand Post Co., Ltd.
3. To analyze the influence of creative leadership, work engagement, and organizational loyalty on the effectiveness of sustainability performance at Thailand Post Co., Ltd.

Literature Review

Concept of Creative Leadership

The concept of creative leadership has a long history, having been traditionally embedded within organizational management studies. In the past, creative leadership at the individual, organizational, and societal levels was not as emphasized as it is today (Mainemelis et al., 2015). While creativity in leadership was once considered an optional trait, it is now regarded as indispensable. Leaders lacking creativity are unable to steer their organizations toward the future effectively (Sternberg, 2007). Despite technological advancements allowing machines to control various organizational activities, they have yet to replace human leaders in the domain of creative leadership (Lingo & O'Mahony, 2010; Thomson et al., 2007). Mumford et al. (2002) argue that creative leadership differs from other leadership styles in that it requires the initiation of new structures without relying on coercive power, while also managing the inherent conflicts between creativity and organizational systems (Shalley & Gilson, 2004). Although scholars acknowledge the significance of creativity as a core leadership competency that drives change, research has found that creativity is not explicitly included in existing leadership trait theories (Mainemelis et al., 2015). A survey of more than 1,500 executives across 60 countries and 33 industries conducted in the IBM Global CEO Study (2010) revealed that creativity is the most critical leadership trait for success in the business world. Similarly, Dinh et al. (2014) analyzed 752 academic articles published in ten leading academic journals on leadership phenomena and found that leadership for creativity and innovation has gained significant research attention in recent years. Despite the growing number of empirical studies supporting creative leadership, theoretical development in the field has been slow, raising concerns. Research on creative leadership has long faced challenges such as vague definitions, a lack of comprehensive theories explaining its nuances, and low sensitivity to contextual variations (Mainemelis et al., 2015). Moreover, Mainemelis et al. (2015) found that most studies on creative leadership tend to overlook significant differences among leaders, followers, and—most importantly—contextual variations. A single conceptual framework for creative leadership applicable to all contexts is insufficient, as creative leadership is highly context-sensitive. Mainemelis et al. (2015) examined Selznick's original concept of creative leadership from 1984 and found that it has since evolved into three distinct sub-concepts: 1) Facilitating - The role of leaders in fostering the creativity of others within an organizational context. This concept emerged from research on creativity in organizations, initially focusing on how context influences employee creativity. It later extended to leadership studies, emphasizing leadership styles that impact employees' creativity. Creative leadership, in this sense, refers to promoting and supporting employees' creative efforts. 2) Directing - The role of leaders as the primary source of creativity. This perspective views leaders as the principal originators of creative thought and action, serving as both creators and managers who lead their organizations creatively. Under this definition, creative leadership entails realizing a leader's creative vision through the work of others. 3) Integrating - The role of leaders in synthesizing their own creative ideas with the diverse creative inputs of other experts. This concept highlights the leader's ability to integrate and merge personal creativity with the ideas of various specialists. Within this framework, the distinction between leader and follower becomes less defined, giving way to intense collaboration among highly skilled experts in a creative context. Here, creative leadership is

defined as the ability to synthesize and integrate one's own creative work with the diverse creative contributions of others. These three perspectives illustrate the evolving complexity of creative leadership, highlighting its diverse roles in fostering innovation and driving organizational success. The development of the concept of creative leadership, divided into the three aforementioned perspectives, has led to a literature review by the researcher to identify the components of creative leadership. It was found that scholars have defined creative leadership components in diverse yet similar ways, emphasizing the characteristics of leaders who seek to develop and guide organizations in a creative and sustainable direction. Through synthesizing the concept of creative leadership, the researcher has identified four key components of creative leadership: 1) Imagination - The ability to devise new methods to address complex and diverse problems, recognize opportunities, and perceive new possibilities in difficult situations. This ability enables teams to manage unexpected challenges effectively (Casse & Claudel, 2007; Harris, 2009; Palus & Horth, 2005). 2) Vision - Having a clear vision to guide organizational members toward a common goal, serving as a motivational force to enhance capabilities and foster innovations aligned with that vision (Guntern, 2004; Sternberg, 2006; Ubben et al., 2010). 3) Flexibility - The ability to adapt to rapidly changing circumstances, continuously assess situations, and adjust strategies accordingly to align with evolving environments (Casse & Claudel, 2007; Danner, 2008; Harris, 2009; Robinson, 2007). 4) Intelligence - The intellectual capability to solve problems effectively, analyze complex information and situations, make reasoned decisions, and identify opportunities for innovation, including the development of new approaches and advancements suited to the organization (Guntern, 2004; Robinson, 2007; Sternberg, 2006; Stoll & Temperley, 2009). In studying creative leadership within the three core perspectives of Mainemelis et al. (2015), the researcher analyzed that the concepts of Facilitating and Directing are associated with creativity at the individual level. Furthermore, the study by Chantarasawat (2022) found that leadership has a positive influence on organizational loyalty among flight attendants of Thai Airways International Public Company Limited. Therefore, this research aims to explore the relationship between creative leadership and organizational loyalty, examining creative leadership in a different context under the following hypotheses.

H₁: The creative leadership factor exerts a statistically significant direct influence on the organizational loyalty of employees at Thailand Post Co., Ltd.

While the Integrating perspective of Mainemelis et al. (2015) is analyzed by the researcher to be related to creativity at the organizational level, Vétillart (2014) stated that creative leadership contributes to enabling personnel to learn new things and seek creative ways to develop the organization. This, in turn, benefits adaptation and promotes new work processes that enhance work efficiency and enable the organization to compete effectively with others. Therefore, in this study, the researcher is interested in exploring this concept under the following hypothesis.

H₃: The creative leadership factor exerts a statistically significant direct influence on the effectiveness of sustainability performance at Thailand Post Co., Ltd.

Concept of Work Engagement

Work Engagement is a crucial factor in retaining high-quality human resources, enabling organizations to have personnel who are prepared to face challenges with stability and creativity. Scholars have extensively studied this concept, finding that Work Engagement has similar and interchangeable terms, such as Job Commitment, Employee Engagement, Role Engagement, and Personal Engagement (Kim et al., 2013). However, each term has unique nuances, and this study specifically uses "Work Engagement" to signify a deep commitment to work. This commitment reflects an employee's dedication and sense of self-investment, where they fully apply their physical and mental potential to achieve positive outcomes for both themselves and the organization. This concept has garnered interest from both academics and organizational leaders, as employees with high work engagement contribute significantly to an organization's readiness to face challenges in rapidly changing environments. Such environments include shifts in economic, social, and technological landscapes, as well as increasing competition. Thus, for organizations to adapt to these changes, they must have human resources that are highly engaged in their work (Schaufeli & Salanova, 2008). In other words, work engagement is a key to success (Gruman & Saks, 2011).

Based on the review of academic literature, the researcher has synthesized four components of Work Engagement: 1) Sense of Personal Significance in Work: This refers to employees' feelings that their work holds value and meaning for themselves, their department, and the organization. When employees feel that their role contributes to the organization's goals and success, and that they are recognized by the organization, they are more motivated, dedicated, and willing to work toward achieving organizational goals. This sense of significance also fosters inspiration and job satisfaction, allowing employees to feel that they are an integral part of the organization's success and that their contributions are valued. This sense of belonging enhances work engagement and encourages employees to work to the best of their abilities (Bakker & Demerouti, 2008; Brown & Leigh, 1996; Kahn, 1990; May et al., 2004; Schaufeli & Bakker, 2010; Steers, 1997). 2) Perceived Organizational Capability: This denotes employees' confidence that the organization possesses sufficient resources and capabilities to support their work effectively. When employees believe that the organization has the capacity to support their roles, it builds psychological security, increases motivation, and encourages dedication to achieve work goals. Organizational capabilities include physical resources, technology, guidance, and support for accomplishing tasks across all objectives (Bakker & Demerouti, 2008; Brown & Leigh, 1996; Kahn, 1990). 3) Role Clarity and Dedication: This refers to employees' clear understanding of their roles, duties, and responsibilities, along with their commitment to fulfill these responsibilities with a willingness to invest time, thought, and energy into their work, even when faced with challenges or obstacles. Dedication reflects the enthusiasm and readiness of employees to work for the organization's best interests (Brown & Leigh, 1996; Davis & Newstrom, 2002; May et al., 2004; Schaufeli & Bakker, 2010). 4) Work as Part of Life: This component refers to the feeling that work plays a meaningful role in one's life. Employees enjoy and find satisfaction in their work to the extent that work and life become seamlessly integrated, with time passing quickly while working. Employees who view work as part of their life are more likely to devote full effort to their work without feeling burdened, maintaining high levels of concentration and commitment, resilience to difficulties, and a drive to overcome obstacles.

This perspective fosters self-development and a drive for achievement in their roles (Bakker & Demerouti, 2008; Davis & Newstrom, 2002; May et al., 2004; Schaufeli & Bakker, 2010). A review of the literature reveals studies indicating that work engagement is related to job satisfaction, organizational attachment, and organizational loyalty (Chainarong, 2017; Orawongsupatat, 2018; Phetsawang, 2016; Rungcharoensuksri, 2015). Additionally, research has found that work engagement is associated with employees' intention to resign (Agarwal et al., 2011; Phansrithum, 2016). Therefore, in this study, the researcher is interested in examining the relationship between work engagement and organizational loyalty among employees of Thailand Post Co., Ltd., under the following hypothesis.

H₂: The work engagement factor exerts a statistically significant direct influence on the organizational loyalty of employees at Thailand Post Co., Ltd.

At the same time, studies have found that employees work engagement enhances both efficiency and effectiveness in job performance at both individual and organizational levels, contributing to increased organizational productivity, profitability, and overall growth (Phetsawang, 2016; Rich et al., 2010; Saks, 2006). Additionally, it has been found that work engagement influences employees' adaptability (Barnes & Collier, 2013) and has a positive impact on employee performance (Jamlongkul, 2020). Based on these findings, the researcher has formulated the following research hypothesis.

H₄: The work engagement factor exerts a statistically significant direct influence on the effectiveness of sustainability performance at Thailand Post Co., Ltd.

Concept of Organizational Loyalty

Organizational loyalty is a concept that has garnered continuous interest from academics and organizational leaders. Employees with high loyalty contribute to organizational stability and reduce turnover rates (Blau & Scott, 1962). High loyalty among employees helps organizations retain quality human resources (Wang et al., 2009), a crucial factor for ensuring organizational stability and continuity (Hoy & Rees, 1974), and enhances an organization's ability to compete effectively. Loyal employees are dedicated, honest, and prioritize the organization's interests and those of their colleagues (Antoncic & Antoncic, 2011; Elegido, 2013). They are also more likely to support and promote the achievement of organizational goals, thereby enhancing the organization's reputation and public image (Wu & Norman, 2006).

Through analyzing the concept of Organizational Loyalty, it can be defined as the sense of attachment and dedication employees feel toward the organization, whereby employees perceive themselves as part of the organization and willingly embrace its values and goals. They are ready to support and work towards achieving the organization's objectives. The researcher synthesized five components of Organizational Loyalty from academic theories to use in this study: 1) Belief in and Acceptance of Organizational Values and Goals: This refers to employees' positive attitudes and confidence in the organization's values and operational direction. Employees who feel that the organization's values and goals align with their personal beliefs are more willing to work toward shared objectives. When employees are confident in the organization's values and goals, they understand their role in contributing to its success and are motivated to perform at their best (Fullagar & Barling, 1989; Martensen & Gronholdt, 2006;

Orawongsupatat, 2018; Rosanas & Velilla, 2005). 2) Desire for Continued Membership: This refers to employees' desire and intention to remain with the organization. Employees feel a sense of pride in working for the organization and see it as a suitable place for themselves. Those who wish to continue working with the organization view their role as valuable, have a positive attitude toward the organization, and desire to be part of its long-term success (Lee et al., 2015; Rosanas & Velilla, 2005; Varona, 2002; Wu & Norman, 2006). 3) Sense of Ownership: This describes employees' deep sense of belonging to the organization, where they feel motivated and committed to working for the organization's success as if its success were their own. Employees with a strong sense of ownership are willing to perform their duties enthusiastically, dedicatedly, and with a commitment to protect the organization's interests as their own (Lee et al., 2015; Orawongsupatat, 2018; Varona, 2002; Wu & Norman, 2006). 4) Pride in Being a Member of the Organization: This refers to the positive feelings and satisfaction employees experience from being part of the organization. Employees take pride in their status within the organization and view their work as valuable and meaningful. This pride is essential in fostering long-term loyalty and attachment to the organization (Fullagar & Barling, 1989; Lee et al., 2015; Moorman & Blakely, 1995; Niehoff et al., 2001; Wu & Norman, 2006). 5) Promotion of Organizational Reputation and Image: This component refers to employees' willingness to promote a positive image of the organization to external parties. Employees with this quality speak positively about the organization and see themselves as representatives who uphold its values. Communicating a positive image and reputation contributes to the organization's long-term reputation (Martensen & Gronholdt, 2006; Moorman & Blakely, 1995; Niehoff et al., 2001; Varona, 2002). For an organization to achieve its objectives and long-term goals, it requires employees who are loyal to the organization (Antoncic & Antoncic, 2011). Organizational growth and development depend on employees maintaining strong organizational loyalty (Mozina, 2002, as cited in Antoncic & Antoncic, 2011). Therefore, in this study, the researcher is interested in examining the relationship between organizational loyalty and the effectiveness of sustainability performance at Thailand Post Co., Ltd., under the following hypothesis.

H₅: The organizational loyalty factor exerts a statistically significant direct influence on the effectiveness of sustainability performance at Thailand Post Co., Ltd.

Concept of Effectiveness of Sustainability Performance

The study of criteria for evaluating organizational effectiveness has been ongoing for many years. However, scholars and organizational leaders interested in understanding organizational effectiveness have yet to reach a consensus on its definition, terminology, and suitable evaluation criteria. Evaluating organizational effectiveness empirically is challenging due to the complex origins of organizational theory, which draw from multiple perspectives. Organizations are inherently complex, resulting in conflicts when attempting to achieve their varied goals (Cameron, 1981). Therefore, the concept of organizational effectiveness is dependent on the specific objectives and goals of each organization. In practice, organizations typically operate with a range of multidimensional objectives, meaning that effectiveness depends on the specific dimension being measured. Today, organizations face pressure from changes in economic, social, political, cultural, and technological environments. All organizations must adapt and use resources efficiently to achieve operational goals. The United Nations, alongside 193 member countries

including Thailand, endorsed the 2030 Sustainable Development Goals (SDGs) framework as a standard for organizations globally to use as an indicator of operational effectiveness. This framework emphasizes creating value across three main dimensions: 1) Social Dimension: Organizations are expected to care for society and communities by fostering positive relationships with consumers and stakeholders without exploiting each other. 2) Economic Dimension: Focuses on achieving sustainable economic growth, risk analysis, and management to meet long-term goals. 3) Environmental Dimension: Emphasizes efficient resource utilization, pollution reduction, and environmental protection to maintain ecosystem. The SDGs framework consists of 17 goals, 169 targets, and 247 indicators with a universal standard, providing countries with guidelines for national development. This approach relies on both local and international collaboration to guide the world towards genuine sustainability by 2030. (Blau & Scott, 1962).

Thailand Post Co., Ltd. (THP) is a state enterprise operating under the Sustainable Development Goals (SDGs) framework. In this study, the researcher focuses on examining the sustainability performance of Thailand Post, which has set its sustainable development goals and policies based on the principles of the Sufficiency Economy Philosophy, balanced with the challenges, risks, and opportunities specific to THP's context. (Thailand Post, 2023b). The sustainability framework of Thailand Post encompasses four main areas: 1) Economic Sustainability: THP seeks to conduct its business and explore new opportunities to enhance competitiveness and develop resilience for survival and growth. 2) Social Sustainability: THP is committed to treating both employees and contracted labor according to legal standards, offering quality products and services at fair prices, respecting the human rights of stakeholders, and participating in community and societal development for the benefit of the public. 3) Governance Sustainability: THP operates under five principles of good corporate governance: fairness, transparency, adherence to ethical standards, accountability, and sound decision-making. 4) Environmental Sustainability: THP aims to minimize its environmental impact by implementing resource management systems that efficiently address pollution and waste. In this study, the researcher employs Thailand Post's sustainable development policy framework as a measure of sustainability performance, covering economic, social, governance, and environmental aspects.

Conceptual framework

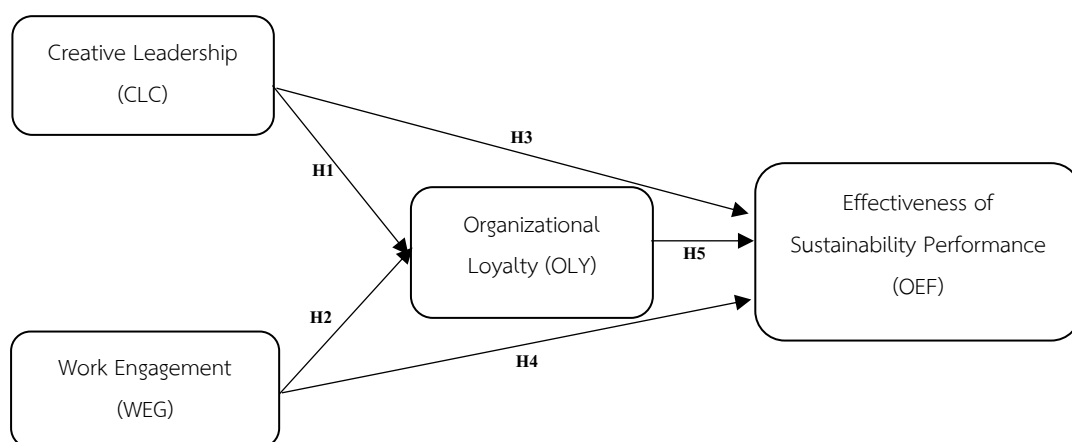


Figure 1 Research Conceptual Framework

Methodology

This study employs a mixed-methods approach, beginning with quantitative research. The sample consists of operational employees from metropolitan and regional post offices within Districts 1–10, totaling 14 offices. The researcher determined the sample size according to the criteria of Hair et al. (2019), which state that for structural equation modeling (SEM) with seven or fewer latent variables, the minimum required sample size should range from 100 to 300 samples. In this study, the researcher employed random sampling from operational employees in each postal district office, selecting 50 employees per district, resulting in a total sample size of 700 employees. Data collection was conducted using a 5-point Likert scale questionnaire. The questionnaire was validated through an Index of Consistency (IOC) assessment by five experts. The results indicated that the consistency index ranged between 0.60 and 1.00, which meets the criterion that the IOC value should be greater than 0.60 (Hair et al., 2010). Regarding reliability testing, the Cronbach's alpha coefficient was calculated (Hair et al., 2010), and the overall reliability coefficient of the variables was found to be 0.991. The reliability coefficients for creative leadership, job commitment, organizational loyalty, and the effectiveness of sustainability performance were 0.987, 0.957, 0.979, and 0.980, respectively. Prior to data collection, the research proposal and questionnaire received approval from the Human Research Ethics Committee of Western University, as documented in the Ethical Approval Certificate No.: WTU 2566-0004, Project Code: HE-WTU 2566-0004. For quantitative data analysis, the researcher utilized statistical software, applying the following statistical methods: Descriptive statistics, including mean and standard deviation. Testing the relationships between independent and dependent variables by examining both direct and indirect relationships among latent variables through Structural Equation Modeling (SEM) analysis using AMOS version 22.0. This statistical method is used to examine the relationships between variables, which may be measured through the relationships between observed variables and latent variables. Subsequently, conclusions derived from the quantitative research findings were utilized to formulate interview questions for an in-depth interview with 10 senior executives of Thailand Post Co., Ltd. The content from the in-depth interviews was then analyzed to validate the quantitative research findings and to ensure that the research outcomes comprehensively address the research objectives and enhance the overall completeness of the study.

Research Findings and Hypothesis Testing

1. Factors of Creative Leadership, Work Engagement, Organizational Loyalty, and the Effectiveness of Sustainability Performance at Thailand Post Co., Ltd. 1) Creative Leadership: The creative leadership factors at Thailand Post Co., Ltd. include four components: (1) Imagination, (2) Vision, (3) Flexibility, and (4) Intelligence. The average scores for these components range from 3.83 to 4.03, with the Intelligence component achieving the highest average score of 4.03. 2) Work Engagement: The work engagement factors for employees at Thailand Post consist of four components: (1) Sense of personal significance to the organization, (2) Perception of organizational support, (3) Role awareness and dedication, and (4) Perception of work as part of life. The average scores for these components range from 3.65 to 4.03, with Role awareness and dedication scoring the highest at 4.03. 3) Organizational Loyalty: Organizational

loyalty factors at Thailand Post Co., Ltd. comprise five components: (1) Belief in and acceptance of organizational goals and values, (2) Desire for continued membership, (3) Sense of ownership, (4) Pride in being an organizational member, and (5) Promotion of organizational reputation and image. The average scores for these components range from 3.78 to 4.19, with Pride in being an organizational member scoring the highest at 4.19. 4) The effectiveness of sustainability performance at Thailand Post Co., Ltd.: The sustainability performance of Thailand Post is measured across four dimensions: (1) Economic focus, (2) Social focus, (3) Good governance focus, and (4) Environmental focus. The average scores for these dimensions range from 3.93 to 4.09 on a 5-point scale, with the Economic focus component achieving the highest average score of 4.09.

2. The Relationship Between Creative Leadership, Work Engagement, Organizational Loyalty, and the Effectiveness of Sustainability Performance at Thailand Post Co., Ltd. The research findings reveal that all observed variables are positively correlated, with correlation coefficients ranging from 0.490 to 0.799, statistically significant at the 0.01 level. The results are summarized as follows:

2.1) Correlation between Creative Leadership and Work Engagement: The correlation between creative leadership and work engagement factors ranges from 0.617 to 0.684, with all component correlations being statistically significant at the 0.01 level. The strongest positive correlation of 0.684 is found between the Vision component of creative leadership and both the Perception of organizational support and Perception of work as part of life components of work engagement.

2.2) Correlation between Creative Leadership and Organizational Loyalty: The correlation between creative leadership and organizational loyalty factors ranges from 0.506 to 0.673, with all component correlations being statistically significant at the 0.01 level. The highest positive correlation of 0.673 is observed between the Vision component of creative leadership and the Belief in and acceptance of organizational goals and values component of organizational loyalty.

2.3) Correlation between Creative Leadership and Effectiveness of Sustainability Performance: The correlation between creative leadership and sustainability performance factors ranges from 0.490 to 0.605, with all component correlations being statistically significant at the 0.01 level. The highest positive correlation of 0.605 is found between the Vision component of creative leadership and the Good governance focus component of sustainability performance.

2.4) Correlation between Work Engagement and Organizational Loyalty: The correlation between work engagement and organizational loyalty factors ranges from 0.535 to 0.789, with all component correlations being statistically significant at the 0.01 level. The strongest positive correlation of 0.789 is between the Perception of work as part of life component of work engagement and the Sense of ownership component of organizational loyalty.

2.5) Correlation between Work Engagement and Effectiveness of Sustainability Performance: The correlation between work engagement and Effectiveness of sustainability performance factors ranges from 0.536 to 0.725, with all component correlations being statistically significant at the 0.01 level. The highest positive correlation of 0.725 is observed between the Perception of work as part of life component of work engagement and the Economic focus component of sustainability performance.

2.6) Correlation between Organizational Loyalty and Effectiveness of Sustainability

Performance: The correlation between organizational loyalty and sustainability performance factors ranges from 0.582 to 0.799, with all component correlations being statistically significant at the 0.01 level. The highest positive correlation of 0.799 is found between the Sense of ownership component of organizational loyalty and the Economic focus component of sustainability performance.

3. Confirmatory Factor Analysis (CFA) of External Latent Variables: Components of Creative Leadership and work engagement.

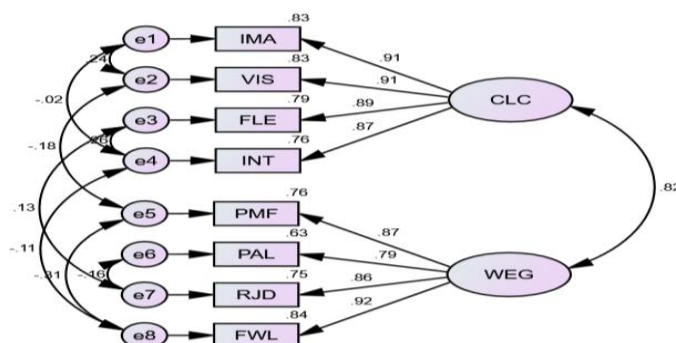
Table 1 presents the correlation coefficients among the eight subcomponents of Creative Leadership and work engagement, comprising a total of 28 variable pairs. The results indicate that the correlation coefficients of the observed variables significantly differ from zero at the 0.01 significance level for all 28 pairs, with high correlations ranging from 0.624 to 0.799. The correlation matrix analysis using Bartlett's test of sphericity yielded a Chi-Square value of 4145.793, $df = 28$, and $p = 0.000$, which is significantly different from zero at the 0.01 significance level. This result confirms that the correlation coefficient matrix of the observed variables is not an identity matrix, and the variables have sufficient correlations to proceed with factor analysis. Additionally, the Kaiser-Meyer-Olkin (KMO) index was found to be 0.923, indicating that the variables are highly suitable for factor analysis.

Table 1 Correlation Matrix of Observed Variables in the Measurement Model of Creative Leadership (CLC) and work engagement (WEG).

	IMA	VIS	FLE	INT	PMF	PAL	RJD	FWL
IMA	1							
VIS	0.771**	1						
FLE	0.707**	0.708**	1					
INT	0.790**	0.799**	0.735**	1				
PMF	0.657**	0.624**	0.658**	0.617**	1			
PAL	0.690**	0.684**	0.651**	0.650**	0.702**	1		
RJD	0.638**	0.646**	0.673**	0.628**	0.743**	0.634**	1	
FWL	0.679**	0.684**	0.670**	0.634**	0.737**	0.716**	0.798**	1

Bartlett's test of sphericity Chi-Square = 4145.793, $df = 28$, $p = 0.000$, KMO = 0.923

** $p < 0.01$



Chi-square = 10.656, $df = 10$, p -value = 0.385, Chi-square/ $df = 1.066$
GFI = 0.995, AGFI = 0.982, CFI = 1.000, RMSEA = 0.011, RMR = 0.004

Figure 2 Confirmatory Factor Analysis of the Measurement Model for Creative Leadership and work engagement.

From Figure 2, the results of the measurement model analysis indicate the following values: Chi-Square = 10.66, $df = 10$, p -value = 0.385, RMSEA = 0.011, GFI = 0.99, AGFI = 0.98. These findings demonstrate that the measurement model for Creative Leadership and work engagement, consisting of a total of eight observed variables, exhibits a good fit with the empirical data. When examining the subcomponents of all factors, the values significantly differ from zero at the 0.01 significance level, ranging from 0.79 to 0.92. The reliability coefficients of all observed variables, measured by R^2 values, range from 0.63 to 0.84.

4. Confirmatory Factor Analysis (CFA) of Internal Latent Variables: Components of Organizational Loyalty and Effectiveness of Sustainability Performance

Table 2 presents the correlation coefficients among the nine subcomponents of Organizational Loyalty and Effectiveness of Sustainability Performance, comprising a total of 36 variable pairs. The results indicate that the correlation coefficients of the observed variables significantly differ from zero at the 0.01 significance level for all 36 pairs, with high correlations ranging from 0.629 to 0.799. The correlation matrix analysis using Bartlett's test of sphericity yielded a Chi-Square value of 5250.687, $df = 36$, and $p = 0.000$, which is significantly different from zero at the 0.01 significance level. This result confirms that the correlation coefficient matrix of the observed variables is not an identity matrix, and the variables have sufficient correlations to proceed with factor analysis. Additionally, the Kaiser-Meyer-Olkin (KMO) index was found to be 0.936, indicating that the variables are highly suitable for factor analysis.

Table 2 Correlation Matrix of Observed Variables in the Measurement Model of Organizational Loyalty (OLY) and Effectiveness of Sustainability Performance (OEF).

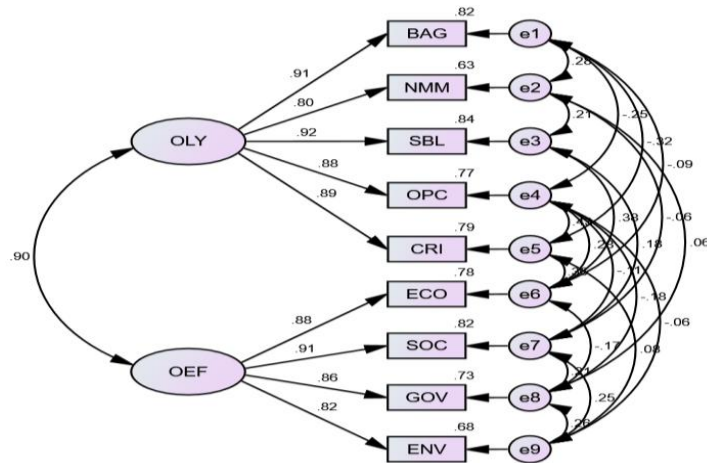
	BAG	NMM	SBL	OPC	CRI	ECO	SOC	GOV	ENV
BAG	1								
NMM	0.794**	1							
SBL	0.732**	0.780**	1						
OPC	0.745**	0.688**	0.709**	1					
CRI	0.749**	0.717**	0.715**	0.777**	1				
ECO	0.699**	0.629**	0.799**	0.762**	0.784**	1			
SOC	0.736**	0.632**	0.781**	0.701**	0.734**	0.799**	1		
GOV	0.710**	0.635**	0.709**	0.627**	0.674**	0.707**	0.721**	1	
ENV	0.670**	0.582**	0.678**	0.633**	0.678**	0.727**	0.708**	0.780**	1

Bartlett's test of sphericity Chi-Square = 5250.687, $df = 36$, $p = 0.000$, KMO = 0.936

** $p < 0.01$

From Figure 3, the results of the measurement model analysis indicate the following values: Chi-Square = 7.61, $df = 6$, p -value = 0.268, RMSEA = 0.023, GFI = 0.99, AGFI = 0.97. These findings

demonstrate that the measurement model for Organizational Loyalty and Effectiveness of Sustainability Performance, consisting of a total of nine observed variables, exhibits a good fit with the empirical data. When examining the subcomponents of all factors, the values significantly differ from zero at the 0.01 significance level, ranging from 0.80 to 0.92. The reliability coefficients of all observed variables, measured by R^2 values, range from 0.63 to 0.84.



Chi-square = 7.610, df = 6, p -value = 0.268, Chi-square/ df = 1.268

GFI = 0.997, AGFI = 0.976, CFI = 1.000, RMSEA = 0.023, RMR = 0.003

Figure 3 Confirmatory Factor Analysis of the Measurement Model for Organizational Loyalty and Effectiveness of Sustainability Performance

5. The Influence of Creative Leadership, Work Engagement, and Organizational Loyalty on the Effectiveness of Sustainability Performance at Thailand Post Co., Ltd.

Table 3 Analysis of Goodness-of-Fit Indices of the Model after Adjusting the Hypothesis Model

Goodness-of-Fit Indices	Criteria	Measured Value	Evaluation Result
χ^2/df (75.486/60)	< 2.00	1.258	Passed Criteria
CFI	≥ 0.95	1.00	Passed Criteria
GFI	≥ 0.95	0.98	Passed Criteria
AGFI	≥ 0.90	0.96	Passed Criteria
RMSEA	< 0.05	0.022	Passed Criteria
RMR	< 0.05	0.012	Passed Criteria

Based on the goodness-of-fit test of the causal relationship model concerning the influence of creative leadership, work engagement, and organizational loyalty on the effectiveness of sustainability performance following the restructuring of Thailand Post Co., Ltd., the empirical data presented in Table 3 indicate that the model is consistent with the empirical data. This conclusion is derived from the fit indices, which assess the consistency between the hypothesized model and the empirical data, showing the following values: χ^2/df = 1.258, CFI = 1.00, GFI = 0.98, AGFI = 0.96, RMSEA = 0.022, and RMR = 0.012. These indices meet the established criteria proposed by Jöreskog and Sörbom (1996), where χ^2/df should be less than 2, CFI and GFI should be greater than 0.95, AGFI should be greater than 0.90, and RMSEA and RMR

should be less than 0.05. Therefore, it can be concluded that the causal relationship model of creative leadership, work engagement, and organizational loyalty influencing the effectiveness of sustainability performance at Thailand Post Co., Ltd., as developed in this study, is consistent with the empirical data, as illustrated in Figure 4.

The results of hypothesis testing reveal that Creative Leadership (CLC) and Work Engagement (WEG) have a direct influence on Organizational Loyalty (OLY), with statistically significant path coefficients of 0.72 and 0.31, respectively, at the 0.01 level. Therefore, Hypotheses 1 and 2 are accepted. Moreover, the findings indicate that Creative Leadership (CLC), Organizational Loyalty (OLY), and Work Engagement (WEG) also exert a direct influence on Organizational Effectiveness in Sustainability (OEF), with statistically significant coefficients of 0.14, 0.75, and 0.05, respectively. Thus, Hypotheses 3, 4, and 5 are accepted. In addition, it was found that Creative Leadership (CLC) and Work Engagement (WEG) have an indirect influence on Organizational Effectiveness in Sustainability (OEF), with coefficients of 0.54 and 0.23, respectively, both statistically significant. These quantitative results are consistent with the findings from in-depth interviews with ten senior executives, who unanimously expressed that creative leadership, work engagement, and employee loyalty are key factors influencing the sustainable operational effectiveness of Thailand Post Co., Ltd. Furthermore, the qualitative data revealed additional insights beyond the original research framework and hypotheses. It was discovered that creative leadership of executives significantly enhances employee engagement at Thailand Post Co., Ltd. The interviews also revealed two additional influential factors: Shared Values (SV) and Organizational Culture (OC), both of which affect creative leadership, work engagement, and employee loyalty. In conclusion, the study confirms that organizational effectiveness in sustainability at Thailand Post Co., Ltd. is influenced by creative leadership, work engagement, and employee loyalty. The in-depth interviews further highlight that shared values and organizational culture have a significant impact on these three key factors, which in turn drive sustainable operational performance, as illustrated in Figure 5.

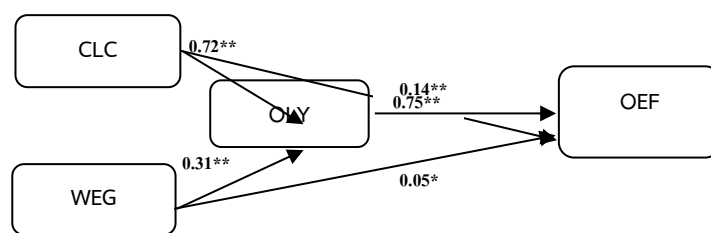


Figure 4 Analysis of Goodness-of-Fit Indices of the Model after Adjusting the Hypothesis Model

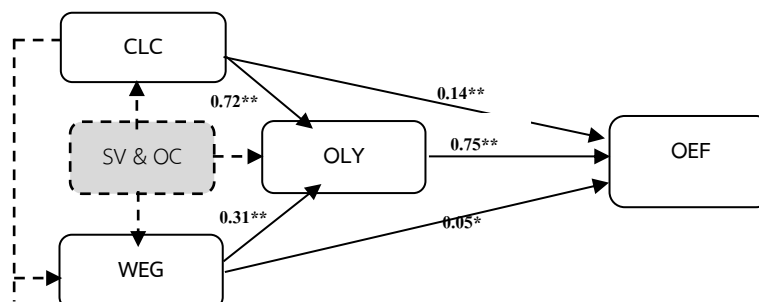


Figure 5 Findings from Quantitative and Qualitative Research

Based on the Findings in Figure 5, the Researcher Developed the CLEAR Model, as Shown in Figure 6 The CLEAR Model represents an operational framework characterized by clear policy and transparency to deliver accurate and swift services to the public. This model, developed from the findings on Thailand Post Co., Ltd., consists of five core components: 1) Culture: Organizational culture is forged from shared values among Thailand Post employees, passed down through generations, leading to a strong organizational culture. Culture serves as the central factor linking other components and forms a solid foundation that supports the influence of other factors on the company's sustainable performance. 2) Leader: Leaders must exhibit creative leadership qualities, including vision, imagination, flexibility, and intelligence. 3) Engage: Engagement is fostered at both the job and organizational levels. Creative leadership plays a crucial role in enhancing employees' engagement with their work and the organization. 4) Allegiance: Employee engagement leads to loyalty, as engaged employees develop a sense of loyalty toward the organization. 5) Result: The result of this model is the outcome achieved through employee loyalty to the organization.

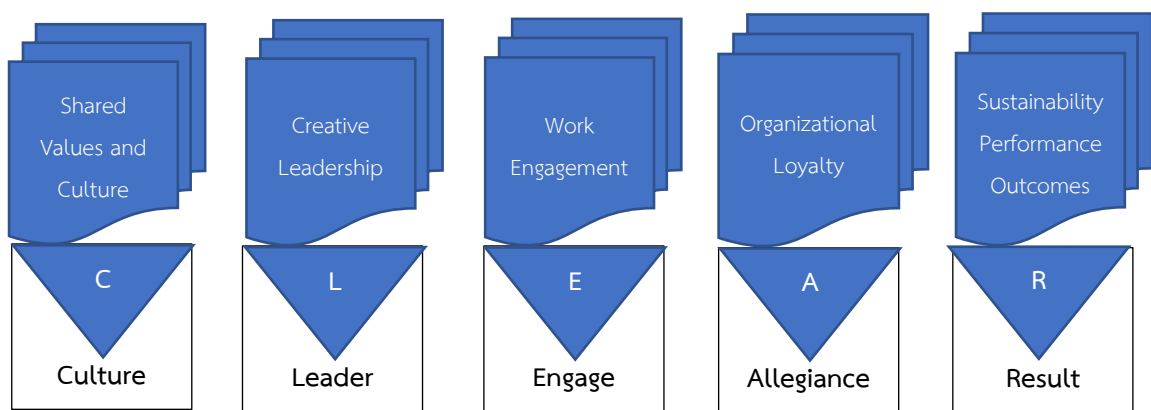


Figure 6 CLEAR Model for Sustainability Performance of Thailand Post Co., Ltd.

Discussion

The findings from this research confirm that creative leadership, work engagement, and organizational loyalty have a direct influence on the sustainable operational effectiveness of Thailand Post Co., Ltd. (THP), which is consistent with the research hypotheses. Regarding creative leadership, the study shows that THP executives demonstrate qualities such as imagination, vision, flexibility, and intellectual capability, which have contributed to fostering employee trust, alignment with organizational goals, and the acceptance of shared values. These qualities are essential in supporting THP's transformation toward its vision of becoming a sustainable and integrated postal and logistics service provider with international standards (Thailand Post, 2023b). As THP has expanded its scope of operations, employees have taken on broader responsibilities, making creative leadership crucial in managing ongoing organizational changes. This supports the view of Dubrin (2010), who emphasizes that effective leaders must possess adaptability and flexibility to manage change. Most regional office executives at THP are alumni of the Thailand Post School and have extensive organizational experience. This background contributes to their strong sense of loyalty, which they pass on to their teams. These findings align with Chantarasawat (2022), who asserts that leadership qualities positively influence organizational loyalty through creative problem-solving and interpersonal collaboration. In terms of work engagement, the results suggest that most THP employees

perceive their work as a meaningful part of their lives. The majority—76.27%—have been employed for more than a decade and began their careers at the Thailand Post School. The sense of being valued, having a defined role, and contributing meaningfully to organizational goals have led to high levels of commitment and focus on performance. This supports previous studies, such as May et al. (2004) and Bakker and Demerouti (2008), which explain that job satisfaction, meaning, and intrinsic motivation drive employees to integrate their work into their personal identity. Similarly, Hackman and Oldham (1980) found that utilizing diverse skills enhances a sense of challenge and pride in one's role, reinforcing emotional attachment to the job. Employees who are highly engaged tend to be diligent, emotionally invested, and identify closely with their roles. These observations are in line with Schaufeli et al. (2002) and Rothbard (2002), who highlight that engaged employees apply their skills purposefully and view themselves as part of the organization's success. Over time, this deep sense of engagement has led THP employees to see themselves as owners of the organization, reflecting a profound sense of organizational loyalty. This loyalty is further reinforced by THP's clear strategies and consistent policies for organizational development, which have increased employee confidence in corporate values and goals. According to Wang et al. (2009), loyalty is an essential condition for achieving sustainable growth. Loyal employees align their personal goals with the organization's mission. As discussed by Lee et al. (2015) and Adler and Adler (1988), such employees internalize the organization's values, willingly commit, and show pride in being organizational members. Their behavior contributes positively to organizational performance. Furthermore, Olson-Buchanan & Boswell (2002) argue that loyal employees actively solve problems rather than ignore them. When loyalty decreases, employees are more likely to consider leaving the organization, as noted by Shaw et al. (1998). Employees who see long-term value in staying with their organization exhibit higher levels of loyalty (Antoncic & Antoncic, 2011; Waqas et al., 2014), and believe that working for the organization is the best available choice (Elegido, 2013). Loyalty also influences how employees represent the organization to outsiders. According to Guillon and Cezanne (2014), loyalty affects whether employees communicate positively or negatively about the organization. Loyal employees defend the organization, promote its reputation, and take pride in associating with it, as shown by Moorman and Blakely (1995).

Beyond quantitative results, in-depth interviews with 10 senior executives further validate these findings. Interviewees confirmed the influence of creative leadership, work engagement, and organizational loyalty on THP's sustainable operational effectiveness. Notably, all participants emphasized that creative leadership enhances employee engagement, both directly and indirectly, by cultivating commitment and a sense of connection to the organization. These leaders recognized that creative leadership contributes not only to organizational success but also inspires emotional and intellectual commitment among staff. The interviews also revealed that shared values and organizational culture—instilled from the Thailand Post School—shape leadership behavior and influence employee attitudes. THP's culture emphasizes pride in duty and a commitment to serving both the organization and society. Many THP executives, having risen through internal promotion, embody these values and practices. As a result, their leadership aligns with THP's cultural identity and enhances organizational cohesion, supporting long-term sustainability.

In summary, the study concludes that THP's sustainable operational effectiveness is directly influenced by organizational loyalty, creative leadership, and work engagement. Organizational loyalty, in turn, is shaped by creative leadership, work engagement, and organizational culture. These findings emphasize the interdependent nature of leadership, employee commitment, and organizational values in fostering sustainable outcomes.

Recommendations

Research Recommendations

The research findings highlight the significance of creative leadership and job commitment in influencing organizational loyalty and the effectiveness of sustainability performance at Thailand Post Co., Ltd. (THP). Based on these findings, the researcher proposes the following key recommendations for THP's strategic and operational improvements:

1. **Strengthening Creative Leadership at All Management Levels.** Given the influence of creative leadership on organizational loyalty and sustainability performance, THP should invest in leadership development programs at all levels. These programs should focus on enhancing creative thinking skills, problem-solving abilities, strategic decision-making, and inspiring leadership. Additionally, THP should implement mentorship and coaching programs, where senior and mid-level executives who have extensive experience within the organization serve as mentors for lower-level managers. This initiative would help develop creative leadership capabilities and effectively drive organizational change.

2. **Designing a Work Engagement System to Enhance Employee Motivation and Organizational Loyalty.** The research findings indicate that work engagement plays a crucial role in fostering organizational loyalty and sustainability performance. THP should create a work environment that promotes employee participation by: Improving performance evaluation and reward systems (Performance-Based Incentives) to ensure fair recognition of employees' contributions. Encouraging a collaborative work culture, allowing employees to take ownership of their tasks and contribute ideas for organizational development. Developing clear career paths and advancement opportunities to help employees recognize the value of career growth within the organization.

3. **Integrating Sustainability Principles into Core Business Operations.** The research findings support that sustainability performance is a key factor in enhancing THP's competitiveness. Therefore, the organization should embed Environmental, Social, and Governance (ESG) principles as a core aspect of its business strategy. This can be achieved by: Utilizing clean energy and reducing carbon footprints in transportation operations. Promoting green logistics, such as developing digital platforms to minimize paper and fuel consumption. Enhancing public-private partnerships to implement environmentally friendly projects.

4. **Leveraging Digital Technology to Improve Service Efficiency.** To remain competitive against international logistics providers and rapidly expanding logistics startups, THP should adopt digital technologies to enhance service efficiency, such as: Utilizing AI and Big Data to analyze customer behavior and improve service quality to meet customer demands. Developing real-time parcel tracking platforms to

enhance transparency and build customer trust. Implementing blockchain technology to improve security and reliability in logistics and payment systems.

5. Fostering an Organizational Culture that Supports Change and Sustainable Development THP must cultivate a culture that embraces change and encourages employees to become proactive innovators by: Creating a learning organization that continuously supports employee skill development and lifelong learning. Adopting agile work methodologies to enhance THP's responsiveness to market changes. Developing talent retention strategies to retain high-performing employees and reduce turnover rates. By implementing these recommendations, THP will be well-positioned to enhance its long-term competitiveness and sustainability in the logistics industry.

Recommendations for Future Research

Based on the findings of this study, the researcher provides the following recommendations for future research to expand knowledge and develop appropriate organizational management strategies:

1. Expanding the Scope of Research to Other Industries: Future studies should extend to other state-owned enterprises, private logistics businesses, or service industries with high volatility, such as technology and energy sectors. A cross-industry study would enable a comparative analysis of the factors influencing organizational effectiveness in different contexts, providing a more comprehensive understanding of industry-specific dynamics.

2. Investigating Additional Factors Affecting Organizational Sustainability: Future research should explore other potential determinants of organizational sustainability, such as: The role of technology and digital transformation in enhancing organizational efficiency. Quality of work life and psychological safety, which influence employee engagement and performance. Corporate social responsibility (CSR) and environmental sustainability, and their contributions to long-term organizational success. Expanding the study to include these factors would provide deeper insights into strategies for sustainable organizational growth.

3. Examining Mediating and Moderating Variables Influencing Key Relationships: Future research should investigate mediating and moderating variables that may impact the relationships among creative leadership, work engagement, organizational loyalty, and sustainability performance. For instance: Organizational culture may act as a moderator influencing the relationship between creative leadership and employee loyalty. Employee motivation could serve as a mediator between work engagement and organizational loyalty. Industry competition may affect sustainability performance, potentially influencing how organizations achieve long-term success. Examining these variables would allow for a more in-depth understanding of key relationships and facilitate the development of more effective management strategies.

Acknowledgement

This research study was successfully completed thanks to the recognition of the importance of the research issue and the strong support provided by personnel and management at all levels of Thailand Post Co., Ltd. I am deeply grateful to the employees who contributed valuable information by completing research questionnaires, as well as to senior executives who generously shared their time and insights

through in-depth interviews. The information provided has been invaluable for the analysis and synthesis of the research findings. This study has further reinforced the researcher's awareness and appreciation of the human resources at every level within organizations, as they are essential factors in driving organizational success. Therefore, I would like to extend my sincere thanks and encouragement to all THP employees, especially the executives at all levels, who serve as key drivers in enhancing THP's competitiveness and fostering sustainable growth.

References

- Adler, P. A., & Adler, P. (1988). Intense loyalty in organizations: A case study of college athletics. *Administrative Science Quarterly*, 33(3), 401–417. <https://doi.org/10.2307/2392716>
- Agarwal, U. A., Anand, S., & Vidyarthi, P. R. (2011). Linking LMX, innovative work behavior, and turnover intentions: The mediating role of work engagement. *Career Development International*, 17(3), 208–230.
- Antonicic, J. A., & Antonicic, B. (2011). Employee loyalty and its impact on firm growth. *International Journal of Management and Information Systems*, 15(1), 81–87. <https://doi.org/10.19030/ijmis.v15i1.1598>
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(2), 209–223. <https://doi.org/10.1108/13620430810870476>
- Barnes, D. C., & Collier, J. E. (2013). Investigating work engagement in the service environment. *Journal of Services Marketing*, 27(6), 485–499. <https://doi.org/10.1108/JSM-01-2012-0021>
- Blau, P. M., & Scott, W. R. (1962). *Formal organizations: A comparative approach*. Stanford University Press.
- Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of Applied Psychology*, 81(4), 358–368.
- Cameron, K. S. (1981). The enigma of organizational effectiveness. In D. Baugher (Ed.), *Measuring effectiveness* (pp. 1–13). Jossey-Bass.
- Casse, P., & Claudel, P. G. (2007). *Philosophy for creative leadership: How philosophy can turn people into more effective leaders*. Athena.
- Chantarasawat, C. (2022). Leadership traits and transformational leadership influencing organizational loyalty of flight attendants at Thai Airways International Public Company Limited. *Journal of Aviation, Travel and Service Studies*, 1(2), 1–20. [in Thai]
- Chainarong, N. (2017). *The relationship between quality of work life, organizational commitment, and employee loyalty: A case study of Wangtai Hotel in Suratthani Province* [Master's thesis]. Rajamangala University of Technology Phra Nakhon.
- Danner, S. E. (2008). *Creative leadership in art education: Perspectives of an art educator* [Master's thesis]. Ohio University
- Davis, K., & Newstrom, J. W. (2002). *Human behavior at work: Organizational behavior* (11th ed.). McGraw-Hill.

- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25(1), 36–62. <https://doi.org/10.1016/j.leaqua.2013.11.005>
- Dubrin, A. J. (2010). *Principles of leadership*. South-Western Cengage Learning.
- Fullagar, C., & Barling, J. (1989). A longitudinal test of a model of the antecedents and consequences of union loyalty. *Journal of Applied Psychology*, 74(2), 213–227.
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123–136. <https://doi.org/10.1016/j.hrmr.2010.09.004>
- Guillon, O., & Cezanne, C. (2014). Employee loyalty and organizational performance: A critical survey. *Journal of Organizational Change Management*, 27(5), 839–850. <https://doi.org/10.1108/JOCM-02-2014-0025>
- Gunter, G. (2004). *The challenge of creative leadership*. Maya Angelou Press.
- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Addison-Wesley.
- Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective* (7th ed.). Pearson Education.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Harris, A. (2009). Creative leadership. *Journal of Management in Education*, 23(1), 9–11.
- Hoy, W. K., & Rees, R. (1974). Subordinate loyalty to immediate superiors: A neglected concept in the study of educational administration. *Sociology of Education*, 47(2), 274–275.
- Jamlongkul, C. (2020). *A model of the relationship between transformational leadership, work engagement, and performance of head nurses in general hospitals under the Ministry of Public Health* [Doctoral dissertation]. Christian University of Thailand. [in Thai]
- Jöreskog, K. G., & Sörbom, D. (1996). *LISREL 8: User's reference guide* (2nd ed.). Scientific Software International.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.2307/256287>
- Kim, W., Kolb, J. A., & Kim, T. (2013). The relationship between work engagement and performance: A review of empirical literature and a proposed research agenda. *Human Resource Development Review*, 12(3), 248–276. <https://doi.org/10.1177/1534484312461635>
- Lee, Y. J., Lee, I. C., & Lin, C. L. (2015). The impact of employee loyalty and organizational citizenship behavior on organizational performance: A case of Taiwan-listed family business. *International Journal of Information Technology and Business Management*, 41(1), 8–25.
- Lingo, E. L., & O'Mahony, S. (2010). Nexus work: Brokerage on creative projects. *Administrative Science Quarterly*, 55(1), 47–81. <https://doi.org/10.2189/asqu.2010.55.1.47>
- Mainemelis, C., Kark, R., & Epitropaki, O. (2015). Creative leadership: A multi-context conceptualization. *Academy of Management Annals*, 9(1), 393–482. <https://doi.org/10.5465/19416520.2015.1024502>

- Martensen, A., & Gronholdt, L. (2006). Internal marketing: A study of employee loyalty, its determinants and consequences. *Innovative Marketing*, 2(4), 92–116.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77, 11–37. <https://doi.org/10.1348/096317904322915892>
- Moorman, R. H., & Blakely, G. L. (1995). Individualism–collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior*, 16(1), 127–142. <https://doi.org/10.1002/job.4030160204>
- Mumford, M. D., Scott, G. M., Gaddis, B., & Strange, J. M. (2002). Leading creative people: Orchestrating expertise and relationships. *The Leadership Quarterly*, 13(6), 705–750. [https://doi.org/10.1016/S1048-9843\(02\)00158-3](https://doi.org/10.1016/S1048-9843(02)00158-3)
- Niehoff, B. P., Moorman, R. H., Blakely, G., & Fuller, J. (2001). The influence of empowerment and job enrichment on employee loyalty in a downsizing environment. *Group & Organization Management*, 26(1), 93–113.
- Olson-Buchanan, J., & Boswell, W. R. (2002). The role of employee loyalty and formality in voicing discontent. *Journal of Applied Psychology*, 87(6), 1167. <https://doi.org/10.1037/0021-9010.87.6.1167>
- Orawongsupatat, C. (2018). *Causal factors influencing organizational loyalty and the effectiveness of an integrated psychological characteristics program to enhance organizational loyalty among Generation Y communication and telecommunication engineers in Thai state enterprises* [Doctoral dissertation]. Srinakharinwirot University. [in Thai]
- Palus, C. J., & Horth, D. M. (2005). *The leader's edge: Six creative competencies for navigating complex challenges*. Jossey-Bass.
- Phakdeephoom, R. (2023). *Annual report 2023*. Thailand Post Co., Ltd. https://www.thailandpost.co.th/un/article_list/aboutus/89 [in Thai]
- Phansrithum, K. (2016). *The influence of work engagement, organizational commitment, and job satisfaction on turnover intention among state enterprise employees* [Master's thesis]. Thammasat University. [in Thai]
- Phetsawang, P. (2016). Work engagement. *UTCC Academic Journal: Humanities and Social Sciences*, 36(1), 222. [in Thai]
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617–635. <https://doi.org/10.5465/amj.2010.51468988>
- Robinson, R. B., Jr. (2007). *Strategic management: Formulation, implementation, and control*. McGraw-Hill International Edition.
- Rosanas, J. M., & Velilla, M. (2005). Loyalty and trust as the ethical bases of organizations. *Journal of Business Ethics*, 61(1), 49–59.

- Rothbard, N. P. (2002). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46, 655–684. <https://doi.org/10.2307/3094827>
- Rungcharoensukri, S. (2015). *A study of organizational commitment, career advancement, and employee benefits satisfaction affecting loyalty of operational-level employees in private companies in Bangkok Metropolitan Area* [Master's thesis]. Bangkok University. [in Thai]
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Schaufeli, W. B., Salanova, M., González-romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71–92. <https://doi.org/10.1023/A:1015630930326>
- Schaufeli, W. B., & Salanova, M. (2008). Enhancing work engagement through the management of human resources. In K. Naswall, J. Hellgren, & M. Sverke (Eds.), *The individual in the changing working life*. Cambridge University Press.
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 10–24). Psychology Press.
- Shalley, C. E., & Gilson, L. L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. *The Leadership Quarterly*, 15(1), 33–53. <https://doi.org/10.1016/j.leaqua.2003.12.004>
- Shaw, J. D., Delery, J. E., Jenkins, G. D., Jr., & Gupta, N. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of Management Journal*, 41(5), 511–525. <https://doi.org/10.2307/256939>
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22(1), 46–56. <https://doi.org/10.2307/2391745>
- Sternberg, R. J. (2006). Creative leadership: It's a decision. *Journal of Leadership*, 36(2), 22–24.
- Sternberg, R. J. (2007). A systems model of leadership: WICS. *American Psychologist*, 62(1), 34–42. <https://doi.org/10.1037/0003-066X.62.1.34>
- Stoll, L., & Temperley, J. (2009). Creative leadership: A challenge of our times. *School Leadership and Management*, 29(1), 63–76. <https://doi.org/10.1080/13632430802646337>
- Suphattaraphan, D. (2022). *Direction of Thailand Post operations*. https://www.thailandpost.co.th/un/article_detail/aboutus?utm_source=chatgpt.com [in Thai]
- Thailand Post Co., Ltd. (2023a). *Annual report 2023*. https://www.thailandpost.co.th/un/article_list/aboutus/89 [in Thai]
- Thailand Post Co., Ltd. (2023b). *Policies and strategies of Thailand Post for 2022*. https://www.thailandpost.co.th/un/article_detail/aboutus/521/31479 [in Thai]
- Thomson, P., Jones, M., & Warhurst, C. (2007). From conception to consumption: Creativity and the missing managerial link. *Journal of Organizational Behavior*, 28(5), 625–640. <https://www.jstor.org/stable/30162581>

- Ubben, G. C., Hughes, L. W., & Norris, C. J. (2010). *The principal: Creative leadership for excellence in schools* (6th ed.). Pearson.
- Varona, F. (2002). Conceptualization and management of communication satisfaction and organizational commitment in three Guatemalan organizations. *American Communication Journal*, 5(3), 114–136.
- Vétillart, G. (2014). *Creativity & leadership: The introduction of creative internal communication practices in organizations* [Master's thesis]. Linnaeus University.
- Wang, C. X., Ling, Q., & Zhang, X. J. (2009). The servant leadership scale design and inspection in Chinese enterprise. *Nankai Business Review*, 3, 94–103.
- Waqas, A., Bashir, U., Sattar, M. F., Abdullah, H. M., Hussain, I., Anjum, W., & Arshad, R. (2014). Factors influencing job satisfaction and its impact on job loyalty. *International Journal of Learning & Development*, 4(2), 141–161. <https://doi.org/10.5296/ijld.v4i2.6095>
- Wu, L., & Norman, I. J. (2006). An investigation of job satisfaction, organizational commitment, and role conflict and ambiguity in a sample of Chinese undergraduate nursing students. *Nurse Education Today*, 26(4), 304–314. <https://doi.org/10.1016/j.nedt.2005.10.011>