

A Comparative Study of Transformational Leadership and Business Performance of Local Scholars Network Center between Central Part and Northeastern Part of Thailand

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Abstract

This study aims to study about the role of transformational leadership on business performance via job satisfaction and organizational commitment and compare leadership styles between Central and Northeastern part of local scholars. Based on two theories, transformational leadership theory and social information processing approach are implemented to explain the ability of farms which can respond to change that occur in its internal and external environment. The paper was quantitative research. Data were collected from 65 local scholars including 25 in Central and 40 in Northeastern part of Thailand. Questionnaire was used as an instrument. The statistics used for analyzing data were correlation analysis and multiple linear regression analysis. The results indicate that the relationship between leadership styles and job satisfaction as well as organizational commitment is significant. There is no difference between the leadership styles of two parts of local scholars. The results indicate that higher levels of transformational leadership can lead to enhance business performance. Therefore, local scholars should cultivate transformational leadership to promote social learning and organizational activities. Other factors should be included in future research to increase the power of explaining this model more efficiently so that TL practices can be implemented for organizations in other farmers. In addition to this empirical contribution, it is hoped that this research will focus the attention of researchers and managers on the crucial role that transformation leadership plays in developing human resource capabilities and shaping the firm's competitive position and sustainable competitive advantage. Therefore, local scholars should cultivate transformational leadership to promote social learning and organizational activities. Other factors should be included in future research to increase the power of explaining this model more efficiently so that TL practices can be implemented for organizations in other farmers.

Keywords: Transformational Leadership, job satisfaction, organizational commitment

Introduction

Local scholar's farms have developed over the past two decades to help their government and developed leadership style to lead other local community's farmers to practice their farms from monoculture volume to stacked plants quality. Since Thai government try to practice traditional farms via local scholars network center by assigning to undertake the task of effectively changing Thai's farmers attitude from single crops to stacked crops in nationwide. Consequently this studydiscussed how local scholars network

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center in Central and Northeastern part of Thailand, by each local scholar, apply their clients to increase management farms efficiency via transformational leadership theory and social information processing approach (Wernerfelt'1984). Additionally, because local scholar's farms advocate the concept of "experiencing", they should provide their clients with faultless experience management to teach them to implement experience quality. Job satisfaction and organizational commitment an internal norm that encourages organizational members to promote organizational objectives. Moreover, if organizational members believe in and personally identify with organizational objectives and values, their performance will improve (William and Hazer, 1986).

Although the literature on transformational leadership has grown up rapidly over the past 20 years, only a handful of studies have examined how a leader can influence followers to make self-sacrifices, commit to difficult objectives, and achieve much more than was initially expected. However, these notions have only recently been refined in the literature of organization behavior (Ilies, Judge, & Wagner, 2006). This research will focus on the influence that transformational leaders have on the behavioral component of followers' motivation through learning creativity processes. It follows that by influencing followers' emotional experiences and their learning creativity states, transformational leaders can induce changes in followers' behavior, influencing them to exert effort on tasks that are important for the organization. Transformational leadership influences learning creativity. Learning creativity, in turn, leads to behavioral outcomes, such as job satisfaction, organizational commitment, which then affect superior corporate performance. No previous study has examined these mediated influences of transformational leadership on firm performance. To the extent that such indirect paths are identified, the impact of transformational leadership on business performance might be stronger than previously thought.

As a consequence, the main purpose of this study is to fully understand how local scholars pursue sustainable development for Thai farmers by their own style of leadership. Therefore, it leads to the related objectives as follow

Research objectives

- 1)To examine the role of transformation leadership (Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration) on job satisfaction, organizational commitment and business performance,
- 2)To test the influence of job satisfaction on organizational commitment and business performance,
- 3)To examine the role of organizational commitment on business performance, and
- 4)To compare leadership style and business performance of local scholar's network center between central part and northeastern part of Thailand.

Research scope

The development of the questionnaire was guided by the literature review, consultation with experts. Most measures used in the survey were adapted from established studies, but some were developed especially for this study.

Information for different variables was obtained from local scholars there is a specific selection.

Literature review



Theoretical Background of transformational leadership

The conceptual model in Figure 1 shows the literature review and utilizes two theories to explain research phenomenon including transformational leadership theory and social information processing approach.

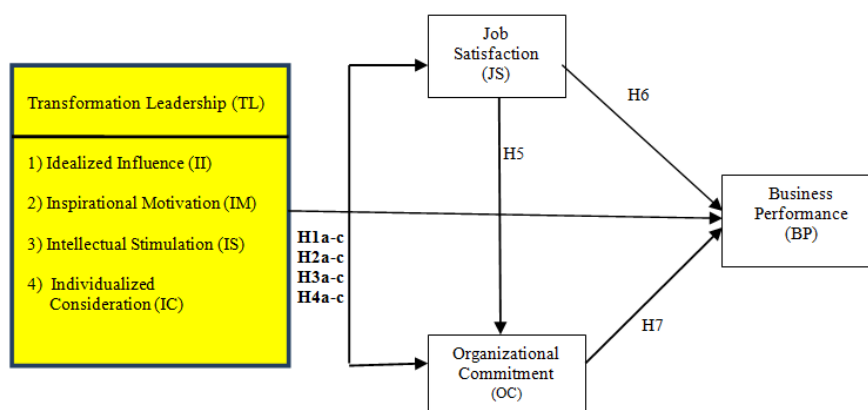


Figure 1: Conceptual Model of TL and Business Performance

Transformational leadership theory provides a historical context for how leadership have developed in relation to attempts to increase efficiency, improve follower morale, and achieve overall better performance (Bass and Avolio, 1994). Social information processing approach is implemented to understand links between participant's cognitions and their behaviors (Salancik and Pfeffer, 1977). A theoretical of social exchange process is proposed to explain the psychological mechanism that may trigger participant's attitude to their organization (Rhoades and Eisenberger, 2002). Eight hypotheses were then developed for assessing the relationships of this concept.

1.1 Transformational leadership

Transformation leadership refers to competitive strategy which acts as key critical success factor source of competitive advantage. Transformational leadership has made changes in many sectors. Each change creates higher product quality and higher service. This phenomenon cannot be avoided by people who not only work in commercial enterprise and industry but also by people who exercise in other sectors, such as in farm management. The role of local scholar who act as adaptive leader is to enhance his own farm's performance while in the same time creates a learning procedure which will yield his communities who are able to fill up their economic development, human well-being, and environmental development began to be promoted. This immense challenge requires local scholar to change in leadership style, job satisfaction, organizational commitment, and farm performance.

Adaptive leaders work more effectively in rapidly changing environments by helping to make sense of the challenges confronted both leaders and followers in their communities and then appropriately responding to those challenges. Adaptive leaders work with their followers to generate creative solutions to complex problems, while also developing them to handle a broader range of leadership responsibilities (Bennis, 2000). Bass, 1998 labeled the type of adaptive leadership described above as transformational.



Transformational leaders concentrate their efforts on longer term goals; value and emphasize developing a vision and inspiring followers to pursue the vision; change or align systems to accommodate their vision rather than work within existing systems; and coach followers to take on greater responsibility for both their own and others' development (Howell & Avolio, 1993). Transformational leadership is the process of influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization's mission or objectives (Yukl, 1999). Effective leaders in this context have been found to create a climate for innovation and learning, often through transformational leadership. Specifically, they provide visions of successful innovation, intellectual stimulation to enhance creativity, feelings of involvement and a willingness to disagree, and resources that allow for needed autonomy and freedom to innovate (Elkins & Keller, 2003).

1.2 Dimension of Transformational leadership

Transformational leadership, which is the focus of this study, refers to leader's ability to charge with identifying the needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of the group. It also serves to enhance the motivation, morale, and job performance of followers through a variety of mechanisms; these include connecting the follower's sense of identity and self to the project and the collective identity of the organization; being a role model for followers in order to inspire them and raise their interest in the project; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance. Transformational leadership also build their firm to match between firm's resources or capabilities and the market change by helping a firm to develop or renew its resources or capabilities based and thereby maintaining the sustainability of its competitive advantage through the use of processes (organizational and management), positions (firm assets of all types), and paths (beliefs and habits that constrain future behavior) (Rindova and Taylor, 2002). Based on a review of relevant literature and theories, this research argues that, transformational leadership includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These 4 components to transformational leadership sometimes referred to as the 4 I's as follow:

Idealized Influence (II) - the leader serves as an ideal role model for followers; the leader "walks the talk," and is admired for this. The major characteristics of transformational leadership include engendering trust, admiration, loyalty, and respect amongst followers through application of charismatic vision and behavior.

Inspirational Motivation (IM) - Transformational leaders have the ability to inspire and motivate followers. Combined these first two I's are what constitute the transformational leader's charisma. The transformational leader inspires followers toward the new ideas or goals through inspirational motivation.

Intellectual Stimulation (IS) - the leader challenges followers to be innovative and creative. Transformational leadership encourages change through intellectual stimulation aimed at self-reflective change of values and beliefs. Transformational leaders raise their followers' awareness regarding problems and develop their capability to solve such problems in many ways.

Individualized Consideration (IC) - Transformational leaders demonstrate genuine concern for the needs and feelings of followers. This personal attention to each follower is a key element in bringing out their very best efforts. Individualized consideration ranks among



the major characteristics of transformational leadership. The transformational leader treats each follower as a “whole” individual rather than as an follower, and considers the individual’s talents and levels of knowledge to decide what suits him or her to reach higher levels of attainment.

This review of literature will specifically examine the influence of transformational leadership on the following organizational outcomes: job satisfaction, organizational commitment, and business performance. Therefore the first four hypotheses were proposed (H1a-c through H 4a-c).

Hypothesis 1: The higher the idealized influence is, the more likely that firm will gain greater (a) job satisfaction, (b) organizational commitment, and (c) business performance.

Hypothesis 2: The higher the inspirational motivation is, the more likely that firm will gain greater (a) job satisfaction, (b) organizational commitment, and (c) business performance

Hypothesis 3: The higher the intellectual stimulation is, the more likely that firm will gain greater (a) job satisfaction, (b) organizational commitment, and (c) business performance

Hypothesis 4: The higher the individualized consideration is, the more likely that firm will gain greater (a) job satisfaction, (b) organizational commitment, and (c) business performance

1.3 Job satisfaction remains one of the most studied work-related variables (Spector, 1997). It is frequently defined as an individual's attitude toward his or her job ((Molm et.al., 2003). While organizational commitment is follower's feeling loyalty to a particular organization. The most-used research definition of job satisfaction is by Locke and Latham (2013) who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p. 1304). Likewise, Cranny, Smith and Stone (1992) defined job satisfaction as an follower’s affective or feeling response to particular job and results towards perceive outcomes. Moreover, Akpofure et al. (2006) defined job satisfaction as an overall feeling of one's occupation or specific character job or occupation which can be related to specific outcome such as productivity and job performance. In the existing literature, higher levels of job satisfaction were linked to positive work outcomes, such as greater support for rehabilitation, satisfaction with life, and compliance with organizational rules and goals (Lambert et al., 2004). In contrast, low levels of job satisfaction were linked to negative work behaviors, such as low job security, low wages, and lack of expectation for promotion (Han, Moon and Yon, 2009).

1.4 Organizational commitment refers to the follower’s emotional attachment to, identification with, and involvement in a particular organization (Meyer and Allen, 1997). This definition refers specifically to affective commitment because it is an emotional attachment our feelings of loyalty to the organization.

Brief (1998) suggests that more research is required to unmask the nature of the job satisfaction-organizational commitment relationship. Nonetheless, the strong association between job satisfaction and organizational commitment has been found. For instance, Lu et al., (2002) find that job satisfaction was positively correlated with professional commitment and negatively correlated with intention to leave the organization. Also, Job satisfaction was significantly and positively related to organizational commitment, professional commitment and negatively related to job stress (Fang, 2001).

Business performance which is a dependent variable of the research refers to the farms that gain not only superior persuade communities to follow their farm’s model and



achieve government's objectives to motivate farmers' planting follow the economy philosophy also their distinctive capabilities that competitors are unable to duplicate. Besides, the higher levels of job satisfaction were more likely to contribute to organization's competitive advantage (Han, Moon and Yon, 2009). As review, the following 4 hypotheses (H5-H8) were proposed.

Hypothesis 5: Job satisfaction positively influences organizational commitment

Hypothesis 6: Job satisfaction positively influences business performance.

Hypothesis 7: Organizational commitment positively influences business performance

Hypothesis 8: There is no difference of Transformational Leadership and Business Performance of Local Scholars Network Center between Central Part and Northeastern Part.

Research methodology

A population of 126 local scholars including 47 in Central and 79 in Northeastern part of Thailand was investigated in this study, of which 65 were fully completed and usable, effectively a response rate of 51.87. According to Aaker and Day (2001), the response rate for a mail survey is considered acceptable. Local scholars in each farm is our key informant. A statistical test was conducted to verify if the sample was representative enough. Following Armstrong and Overton (1977), two samples of early respondents and late respondents were compared with t tests on the key variables. Using t-tests, we found no significant difference at the .05 level in these comparisons. Overall, nonresponse bias does not seem to be a serious concern. A statistical test was used to determine whether the methodological nuisance of common method variance was an issue because all the variables were collected with the same instrument and there is some correlation between the variables. The results indicate that method variance is not a serious concern.

The development of the questionnaire was guided by the literature review, consultation with experts. Most measures used in the survey were adapted from established studies, but some were developed especially for this study. We measured the questionnaire items using a five-point scale anchored by '5 = strongly agree' and '1 = strongly disagree'. As noted earlier, information for different variables was obtained from local scholars who are most knowledgeable. The measurement items and the results of reliability and validity analyses are reported in table 1. Then, the ordinary least squares (OLS) regression analysis is used to explicitly test and examine the influences of TL on business performance which are shown in table 2.

Research results

Results presented in Table 1 include descriptive statistics, scale reliabilities, factor loadings, and zero – order correlations for all variables. All of the reliability estimates for all constructs (Cronbach alpha coefficients) were above 0.70 Nunnally and Bernstein(1994). Factor analysis conducted were done separately to investigate the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. All factor loadings are greater than the 0.40 (0.711 – 0.778) cutoff and are statistically significant Nunnally and Bernstein (1994). Variance inflation factors (VIFs) were examined for all of the variables included in the study to assess the potential problems with multicollinearity (VIF, calculated as $1 / 1 - r^2$). The VIFs range from 1.00 – 3.12, well below



the rule-of-thumb cutoff of ten suggested by Neter, Wasserman and Kutner (1985). It was concluded that multicollinearity was not a serious issue here.

Results of hypotheses testing by regression as shown in table 2 separate into two groups; results provide evidence fully supported consist of Hypotheses 1a-c, 2a-c, 5, 6, and Hypotheses 7. Besides, the evidence provides not supported are comprise Hypotheses 3a-c and Hypotheses 4 a-c.

Table 1: Variables in the model, Descriptive Statistics, Cronbach's alpha, Factor loadings, and correlations

Variables	II	IM	IS	IC	JS	OC	BP
Mean	4.34	4.32	4.26	4.36	4.41	4.34	4.39
S.D.	0.43	0.41	0.54	0.44	0.38	0.37	0.31
II	1.00						
IM	0.67**	1.00					
IS	0.91**	0.50**	1.00				
IC	0.95**	0.51**	0.95**	1.00			
JS	0.21	-0.13	0.20	0.23	1.00		
OC	0.21	-0.12	0.15	0.21	0.83**	1.00	
BP	0.22	-0.04	0.25*	0.26*	0.87*	0.61**	1.00

Note: n=132 **p < .05, *p < .10

Correlation Matrix of Constructs

Table 2: Results of regression analysis among all variables



Independent Variables	Dependent Variables				
	1 JS	2 OC	3 BP	4 OC	5 BP
II	.654** (.134)	1.057** (.423)	.345** (.376)		
IM	.504** (.171)	.579** (.165)	.325** (.147)		
IS	.195 (.279)	.525 (.269)	.106 (.2390)		
IC	.113 (.484)	.010 (.467)	.002 (.414)		
JS				.825*** (.070)	.170*** (.082)
OC					.358*** (.083)
Adjusted R ²	.117	.160	.058	.675	.800
Maximum VIF	1.642	1.866	1.644	1.000	3.129

p<.05, *p<.01

* Beta coefficients with standard error in parenthesis

Table 3: Comparative of leadership style and business performance of local scholar's network center between central part and northeastern part of Thailand

Transformational leadership		Central		Northeastern		t	p-value
		\bar{X}	S.D.	\bar{X}	S.D.		
1.	Idealized influence	4.39	.35	4.31	.46	.158	.87
2.	Inspirational motivation	4.36	.37	4.30	.43	.000	1.000
3.	Intellectual stimulation	4.34	.45	4.21	.59	.268	.791
4.	Individualized consideration	4.44	.38	4.32	.48	.332	.743
5.	Transformational leadership	4.38	.32	4.28	.45	.252	.803
6.	Business performance	4.41	.32	4.38	.32	.000	1.000

p<.05, *p<.01



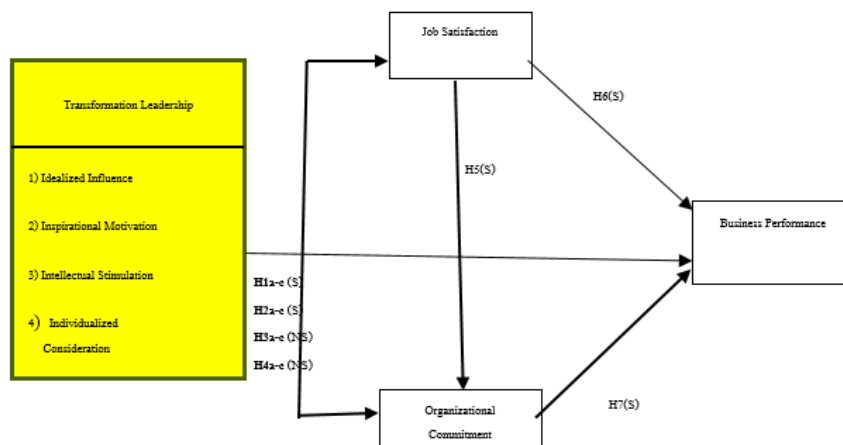


Figure 2: The Results of Hypotheses Testing

Moreover, job satisfaction has a positive effect on organizational commitment (H5: $\beta_{19} = .825$, $p < 0.01$). Both job satisfaction and organizational commitment have a positive effect on business performance (H6: $\beta_{22} = .170$, $p < 0.01$; H7: $\beta_{23} = .358$, $p < 0.01$). Consistent with many evidence supporting the integration of job satisfaction, work commitment, and business performance constructs into a single research model came from a variety of research (Currivan, 1999; Naquin and Holton, 2002). Job satisfaction was founded linking to positive work outcomes, such as greater support for rehabilitation, satisfaction with life, and compliance with organizational rules and goals (Lambert et al., 2004). Besides, prior research suggested that job satisfaction is positively associated with commitment (Lu et al., 2002). Moreover, job satisfaction was also founded positively effect on work role, particularly on job loyalty, and organizational commitment which will lead firm to achieve superior performance (Currivan, 1999). In summary, the evidences indicate that job satisfaction was significantly and positively related to organizational commitment. Thus, the higher levels of job satisfaction of the followers, the more likely that they will contribute to their organization which will lead firm to get competitive advantage (Han, Moon and Yon, 2009).

For Hypothesis 8, to test “there is no difference of leadership style and business performance of local scholar’s network center between central part and northeastern part of Thailand”, t test was applied. The result is supported for this hypothesis as shown in table 3.

Conclusions Discussion and Suggestions

Conclusions

In sum, this research empirically shown that transformational leadership has two immense and steady influences on followers’ job satisfaction, organizational commitment and business performance, namely, idealized influence and inspirational motivation. Earlier research has not distinguished between how followers perceive the leader’s inspirational style and what the leader actually says to be evaluated as visionary (Han, Moon and Yon, 2009). Transformational leadership has a positive influence on personal outcomes (Nguni, Slegers, & Denessen, 2006). The literature (Griffin & Bateman, 1986; Hatter & Bass, 1988; Waldman, D. A., Bass, B. M., & Yammarino, F.J., 1990) demonstrates that transformational leadership has a positive influence on empowerment, job satisfaction, commitment, trust,



self-efficacy beliefs, and motivation. The results of regression analyses show that transformational leadership has two immense and steady influences on followers' job satisfaction, organizational commitment and business performance, namely, idealized influence and inspirational motivation. Based on the results of this, it supported that leadership style may be the imperfectly mobile asset that is linked to follower's commitment to learn. If an organization has an asset that is imperfectly mobile, then the organization will get a sustained business performance (Mata et al., 1995).

Discussion

Prior research also found that transformational leadership generates greater consciousness and acceptance of the purpose and mission of the organization and fosters a shared vision, reorienting the training and construction of work teams. This leadership style also allows the leader to commit him- or herself openly to learning, to become its driving force, and to provide whatever is needed to overcome internal skepticism and external difficulties to establish learning within the organization which in turn affect to business performance (Wiklund, 1999). More over transformational leaders influence followers by motivating and inspiring them to achieve organizational goals. Transformational leaders also try to help followers imagine appealing future outcomes related to the organization. Research has shown that transformational leaders affect organizational outcomes such as organizational citizenship behavior, organizational commitment, job satisfaction, effort, and in-role performance (Bennis, 2000; Bass, 1998).

Thus, this model fit with the addition of the job satisfaction and organizational commitment path. According to Currivan (1999), job satisfaction is a degree to which an follower has positive emotions toward to work role, particularly job, and organizational commitment. Hence, job satisfaction is an important emotional response to job situation and follower's perceived which effect on job performance and work commitment (Lambert et al., 2004). The association between job satisfaction and organizational commitment was found strong (Williams and Hazer, 1986), although conflicting data exist on the causal direction of the relationship. More recently researches gave more support to the view that job satisfaction is an important antecedent of affective organizational commitment (e.g., Wallace, 1995). Consistent with Blegen (1993) meta-analysis's, job satisfaction was most strongly associated with organizational commitment. This would definitely benefit the agriculture sector and the nation. Besides, the more investments in transformational leadership, the better are the farm performance.

Suggestions and Future Research

The results of this study have several implications for theory and future research. First, since most empirical evidence on the effects of transformational leadership has been more confined to the Western world than in the developing world, the present study, therefore, continues and extends this line of inquiry by examining the effects of transformational leadership on philosophers' job satisfaction and organizational commitment in farm societies. The results confirm Bass's (1985, 1997) claim about the universality of the transformational paradigm across different nations and societies. Bass suggested that the same conception of phenomenon and relationships can be observed in a wide range of organizations and cultures in different parts of the world. He argued that when exceptions to the generalisations occur, they are usually circumstances explained by the peculiarities of the organizations and cultures



(Bass, 1998). No research studies have systematically examined the effect of transformational leadership on philosophers' job satisfaction and organizational commitment in a single study in management settings. Based on the present study findings, we now have at least some new knowledge about the direct effects of transformational leadership on philosophers' job satisfaction and organizational commitment. From a practical standpoint, we can now use this information arising out of the findings of the present study to develop general strategies for improving farm leadership training programs. From a theoretical point of view, we at least now know how transformational leadership behaviors influence the two philosophers' attitudes. We expect, therefore, that in addition to leadership, other factors may also influence philosophers' job satisfaction and organization commitment, such as organizational citizenship behavior. Therefore, future research should try to explore the influence of these other factors that have effects on philosophers' job satisfaction and organizational commitment. These other factors include, for example, ministry, district, and farmer support to philosophers' center. We expect that philosophers' perceptions of the extent of support they receive from these various outside agencies (ministry, district, and farmers) towards farm management change initiatives may influence philosophers' job satisfaction and organizational commitment.

Furthermore, the findings of the present study add more knowledge to our understanding of the mediating role of job satisfaction in the effects of transformational leadership on organizational commitment. Therefore, by having research findings on the mediating role of job satisfaction from the farm context, we have not only extended our knowledge of the explanatory power of job satisfaction, but also further confirmed the important mediating role of philosophers' job satisfaction on building philosophers' organizational commitment in farm settings. However, further research is needed to confirm the results obtained in the present study. Future research will show us if it is worthwhile to examine the extent to which job satisfaction mediates the effects of transformational and transactional leadership on philosophers' organizational commitment and organizational citizenship behavior. We also suggest that future research should use other potential mediating variables to investigate the effects of transformational and transactional leadership on organizational commitment and organizational citizenship behavior. For example, instead of job satisfaction taken as a mediator, other constructs such as organizational climate, trust in the leader, and satisfaction with the leader, could be used as mediators to assess the extent to which these variables mediate the effects of transformational and transactional leadership on philosophers' organizational commitment. This would enable researchers to know the explanatory value of the mediating role of different variables, in the relationship of transformational leadership and philosophers' organizational commitment in farm settings. Research studies mostly reported in non-educational settings have provide devidence of the potential mediating role of these variables in the relationship between leadership and various organizational outcome variables (see e.g., Podsakoff et al.2003).The results of this study also have implications for leadership training and policy-makers. The results clearly show that transformational and transactional leadership behaviors foster higher levels of philosophers' job satisfaction and organizational commitment. These findings have obvious simpify for the preparation and training of farm leaders in Thailand. It is important to train farm leaders in Thailand so that they can systematically acquire and internalize the effective transformational leadership and transactional contingent reward and active management by exception leadership behaviors. It has been argued that the increasing rate of change in the external world of farm and the many new challenges facing farm leaders suggest that success



as a leader requires a high level of skill and some new competences. Therefore, as the need for new leadership skills and competencies increases, leadership training and development programs are now becoming more important than ever before (Yukl, 1999). Previous research conducted in business and military organizations has shown that training in transformational and transactional leadership indeed enhances leadership.

This research has implications for educational reform policy. Job satisfaction can be considered as an important variable that can strategically be changed in order to enhance philosophers' organizational commitment. It is therefore important that governments that are implementing large-scale educational reforms need to pay great attention to philosophers' job satisfaction because the tasks and increased workload handed on to philosophers' amidst the current large-scale educational reforms and changes puts a huge amount of strain on farmers. In this context, finding ways to increase farmers' job satisfaction seems to be a very important policy strategy in the Agriculture context that will make farmers exert the needed extra effort for the success of educational reforms. Likewise, farmers' job satisfaction is highly important for enhancing their learning, which is the ultimate goal of all educational reforms. Satisfied farmers will be more enthusiastic about investing more time and energy in teaching themselves. In this regard, critical issues that the Thai government ought to consider for enhancing farmers' job satisfaction include, for example, improvement in farmer salaries, working conditions, promotions, fringe benefits, and retirement benefits. Other strategies that can help enhance farmers' job satisfaction is for policy-makers, society, and parents to give due recognition to the profession farmers and the important work done by farmers in educating the new gen. In summary, it is our hope that the present study has made a modest contribution to our understanding of the effects of transformational leadership on farmers' job satisfaction and organizational commitment in the Thai educational training program context. Thus, it serves as a starting point that will stimulate further research on the exploration of the effect of transformational leadership on organizational and farm outcome variables in the Thai educational context and elsewhere.

New Knowledge from Research

The findings of this research are that every philosopher in Thailand should develop leadership to become a role model for other farmers. Therefore make the farm management progress with new innovations so that Thai agricultural industry has progressed, with later generations of youth continuing the aspirations of working on the farm.

In traditional business settings, learning capability and creativity are significant factors to push an innovation level. However, it's wondered whether if the same phenomenon will take place in farm sector. This research set a holistic conceptualization of strategic orientation framework which can incorporate in doing business in emerging economies based on strategic leadership requirements. It is an emergent change model accentuates bottom-up change implementation process (contrary to top-down approach of classical models) that can contribute to development of change capability. How firms strategically respond to institutional changes is a function of the resource sets possessed by firms and their capacities to purposefully create, extend, or modify their resources based. These capacities for changing resource base of firms are labeled as dynamic capabilities (Teece, Pisano and Schuen, 1997). The core construct of conceptual model is the global strategic practices phenomenon. Hence, this research integrate many theoretical perspectives that support how strategic transformational leadership affects business performance.



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