

# Influences of Strategic Leadership and Strategic Communication on Effectiveness of Strategic Management

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## ABSTRACT

This paper, a causal research, had four objectives as follows 1) to study of level and relationship between strategic leadership, strategic communication, and effectiveness of strategic management, 2) to study the influence of strategic leadership to strategic communication, 3) to study influences of strategic leadership to the effectiveness of strategic management both direct and indirect via strategic communication, and 4) to study the influence of strategic communication to the effectiveness of strategic management. Two hundred and fifty respondents were collected from the student of Joint Staff College, Army War College, Air War College, Naval War College, and Institute of Security Psychology. The research results found that there were relationships between strategic leadership, strategic communication and the effectiveness of strategic management at high-very high level. From structural equation modelling, strategic leadership had significantly influence on strategic communication and could explain or predict strategic communication. Strategic leadership had significantly direct effect on the effectiveness of strategic management and had indirect effect via strategic communication and could explain or predict the effectiveness of strategic management. Finally, strategic communication had influence on the effective of strategic management significantly. Fit indices of the model were accepted by the criterion

## Index Terms

Strategic leadership, Strategic communication, Effectiveness of Strategic management

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## Introduction

Strategic management is a long-term planning which composed of multistep and various tools used to analysis in the process of strategic management. Nowadays, strategic management is applied widely in both public and private sector. However, the most problem of strategic management is how to implement the strategies by the plan or how to measure the effectiveness of strategic management. Due to the different of timing and environment between strategic planning period and strategy implementation, the environment of these two stages always changes. Thus, it is very difficult to follow strategic plan in every detail even there are conduct the planning rigidly.

Thai government initiate to conduct 20 Years National Strategic Plan. They declare National Strategic Plan Act and National Strategy Committee which the Prime Minister is a chairman in order to implement 20 Years National Strategic Plan for country development with sustainability.

Time span of National Strategic Plan which up to 20 years is long for one generation. This very long period involves in uncertainty and difficult to anticipate the environment in the future. This is the problem of 20 Year National Strategic Plan.

Nevertheless, the more difficult obstacle is how to execute 20 Year National Strategic Plan successfully. Because the implementor will face with the changing environment that might change beyond the assumption of the strategic plan. Then, it is very difficult or might be impossible to implement strategic plan. The solution for this problem is to determine the National Strategic Plan as a rolling plan. That requires to review the environment in every two years in

order to adjust the directions of National Strategic Plan on time.

However, there are some research papers in the business administration field about strategic leadership which study about strategic leadership affect to the success of strategic management. The research findings confirm that strategic leadership affect to strategic management, but almost all these studies did not study in the whole process of strategic management. They studied in some parts of strategic management process such as implementation stage.

Thus, this study aims to study the relationship and influence of strategic leadership toward the effectiveness of strategic management in the whole process and add strategic communication variable into the model too.

## Research objectives

The objective of this study is to create and verify the model demonstrated the relationship between strategic leadership, strategic communication, and the effectiveness of strategic management by using empirical data.

- 1) to study of level and relationship between strategic leadership, strategic communication, and effectiveness of strategic management,
- 2) to study the influence of strategic leadership to strategic communication,
- 3) to study influences of strategic leadership to the effectiveness of strategic management both direct and indirect via strategic communication, and
- 4) to study the influence of strategic communication to the effectiveness of strategic management.

### Expected benefits

The results of this study will be used to improve the characteristics of strategic leadership for enhancing the effectiveness of strategic management.

The results of this study will be used to improve the characteristics of strategic communication for increasing the effectiveness of strategic management.

### Literature review

In the study the roles of leadership in the high level of organization, even the results of the studies are different. But CEO is still the key factor for the performance of the organization. General leadership theories do not consider the different of the level of leadership. However, the high-level leaders are still bringing other people to reach the achievement; and the effectiveness of high-level leaders are depending on how to take care the organizational health and to adapt to external environment. Thus, we call the high-level leadership as strategic leadership (Afsaneh, 2000).

Adair (2009) propose that there are leaders in every level in organization such as labor union leader might come from one of the workers whom the member of labor union elected him as a leader. In general, we can classify leader into 3 levels: namely, team leader, operational leader, and strategic leader.

Strategic leader is group of people who responsible for the whole outcomes of organization by predicting, creating, and communicating vision; designing social architecture; sensing the internal and external environment of influences and listening for the demanding and requiring of stakeholder; determining organizational mission, maintaining the flexibility, formulating and strategy implementation; creating trust and empower; and creating alignment for initiating change in order to make possible future for organization (Nonthanathorn, 2002).

The meaning of strategic communication has defined in many terms and not congruent in one definition. The first era of definition of strategic communication is the consistent with strategy in the whole organization in order to enhance the positioning of organization's strategies. Strategic communication is usage of communication with purpose for achieving organization's mission. For the public relation perspective, strategic communication is activities linked among organizations. And, in the perspective of linkage between dialogue and social practice, strategic communication is defined that action, interaction, and negotiation of players in multisector (Argenti, Howell & Beck, 2005; Hallahan et al., 2007; & Grunig, 2006).

Furthermore; strategic communication in the military is defined that moving forward of national interest by using every method of communication in order to defense country for determining influence to attitude and behavior of people (The Development Concepts and Doctrine Centre, 2012).

In changing behavior of individual and social, strategic communication has to perform by advocate, social mobilization, and communicate for changing behavior. Strategic Communication: is an evidence-based, results-oriented process, undertaken in consultation with the participant group(s), intrinsically linked to other program elements, cognizant of the local context and favoring a

multiplicity of communication approaches, to stimulate positive and measurable behavior and social change. (UNICEF, 2005)

The model of strategic communication composed of strategic alignment, consistency, accountability, and spirit (insight-experience, 2018).

Strategic alignment is determining what is strategies of organization. Strategic communication has aligned with strategies and policies of organization. Strategic communication has to easy and clear, message to strategic objectives according to timeframe, set the urgency of strategic activities, and can explain to the important event that emerge and impact to organization significantly. Moreover, strategic alignment has to show the linkage operations to strategies of organization.

Consistency is target audience receive information constantly. Moreover, there are also constant with organization's objective, time, and story. Strategic communication has aligned with strategic decision, resource allocation and priority of strategies, organization's goal and strategic activities, and the congruent between leader and message presented.

Accountability is expectations that organization receive from strategic communication, mention to goals, demand for organization, and accountable for outcome which come from strategic communication. Strategic communication will determine participation of employees and the roles of operation which linkage to performance measurement and linkage to organization's goal.

Spirit is that target audience receives motivation or persuasion when listening the communication. Spirit shows tone of message that communicate. Strategic communication is communication which reinforce motivation of employees. It's means that values of work and dedicate work which employee perform for achievement. Strategic communication is an inspiration for operation and feedback for improvement.

Strategic management is a process that use organizational resources in order to create balance between strengths and weaknesses with opportunities and threats from internal and external environment.

There are various strategic management processes presented in textbooks. Jones & Hill (2009) divide the formal strategic planning process into five main steps included 1) select the corporate mission and major corporate goals, 2) analyze the organization's external environment, 3) analyze the organization's internal environment, 4) select strategies, and 5) implement the strategies. Rothaermel (2015) proposes the AFI strategy framework which is a model that links three interdependent strategic management tasks- analyze, formulate, and implement. Whereas Ireland, Hoskisson & Hitt (2009) propose the strategic management process into three stages: namely, strategic inputs, strategic actions, and strategic outcomes. Strategic inputs consist of the external and internal environment analysis. Strategic actions consist of strategy formulation and strategy implementation. And strategic outcomes mean strategic competitiveness above-average returns.

For the related research involved strategic leadership and strategic management, Kiptoo & Mwirgi (2014) had study the factors that influence effective strategic planning process in organizations. The results shown that leadership had

influence to the success of strategic plan in order to drive the activities which related to strategy implementation. Leader used vision, mission, and goals of organization for achieving the objectives of organization.

Jooste & Fourie (2009) study the role of strategic leadership in effective strategy implementation: perceptions of South African Strategic Leaders by collecting data in perception of strategic leader in 200 companies in South Africa. The results shown that the perception about strategic leadership was a driver for strategy implementation, which had maximum mean 3.97, and greater than any other variables such as organizational structure, resource allocation, control system, training and development, and information technology system. The roles of strategic leader in strategy implementation were medium level; that were setting up balanced control system and social capital development. And it's in high level for 4 areas; that were, sustaining for organizational culture, focusing on ethical practice, using and maintaining core competency, and human capital development. Finally, it is in the highest level in determining strategic direction for organization.

Owino & Oloko (2015) study factors affecting strategic plans implementation practice in public secondary schools in Kenya. The results found that there were positive relationships between leadership and strategy implementation. Leadership consisted of vision, discipline, integrity, dedication, magnanimity, humility, openness, and creativity.

## Research methodology

From the literature review and related research, it is shows that there is relationship among strategic leadership, strategic communication and the effectiveness of strategic management. Thus, the study will construct and verify the model among variable of strategic leadership, strategic communication, and the effectiveness of strategic management as follows.

### 1. Conceptual framework

Variables used in this study composed of strategic leadership (SL), strategic communication (SC) and the effective of strategic management (SM)

Strategic leadership variable composed of vision (SL01), social architecture (SL02), trust (SL03), and alignment (SL04) based on Afsaneh (2000), and Nonthanathorn (2002) Strategic communication variable composed of strategic alignment (SC01), consistency (SC02), accountability (SC03), and spirit (SC04) based on Insight Experience (2018), UNICEF (2005), and Hallahan et al (2007).

The effectiveness of strategic management variable composed of environmental analysis (SM01), strategy formulation (SM02), strategy implementation (SM03), and strategy evaluation (SM04) based on Jones & Hill (2009), Rothaermel (2015), and Ireland, Hoskisson & Hitt (2009)

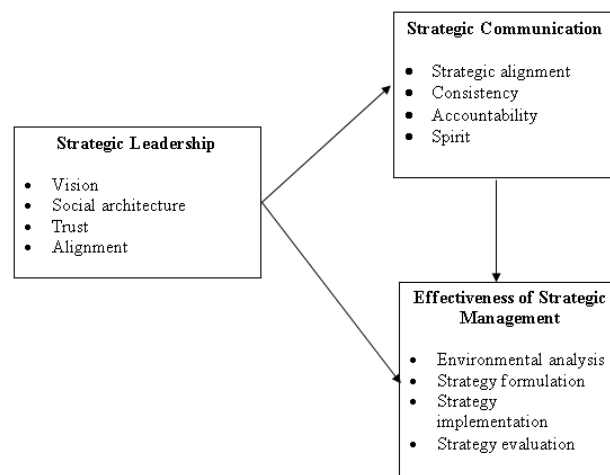


Figure 1 Conceptual framework

### 2. Hypothesis

H1: Strategic leadership, strategic communication and the effectiveness of strategic management have positive relation.

H2: Strategic leadership can explain and predict strategic communication significantly.

H3: strategic leadership and strategic communication can explain and predict the effectiveness of strategic management significantly.

### 3. Data collection

Data sampling used in this study is mixed method sampling, which is a mixture of probability and specific data collection (Creamer, 2018). The sampling is based on the five higher leadership program trainings in Thailand: namely, Joint Staff College, Army War College, Air War College, Naval War College, and Institute of Security Psychology. And data collection is implemented by random sampling with student from each training program by using questionnaire with having 5-point scale. Two hundred and fifty respondents were collected.

As for the measurement of reliability of questionnaire with Cronbach's alpha value, the result is 0.967. While the reliability for strategic leadership is 0.920, strategic communication is 0.954 and the effectiveness of strategic management is 0.942 and the content validity with the IOC values between 0.67 - 1.00. And for the measurement of convergent validity and the composite reliability of the model, the results reveal that the scale for strategic leadership (SL), the scale of strategic communication (SC) and the scale of the effectiveness of strategic management (SM) have a statistically significant ( $\lambda$ ) every value. It show that there are a convergent validity presented by AVE (pv) at 0.735, 0.829 and 0.782, and composite reliability (pc) at 0.917, 0.951 and 0.934, respectively.

Statistical values used for data analysis are: mean, standard deviation, Pearson correlation coefficient, PHI ( $\phi$ ) Correlation Coefficients and fit indices using the criterions as follows:  $\chi^2(p \text{ value})$  is  $0.01 \leq p \leq .05$ ;  $\chi^2/df \leq 5.0$ ; RMSEA  $\leq 0.10$ ; 90% and CI for RMSEA is left boundary of CI  $\leq 0.10$ ; CFI  $\geq 0.90$ ; and NNFI(TFI)  $\geq 0.90$  (Hooper, Coughlan & Mullen, 2008, 53-60).

As for strength interpretation of the influence between variable in R family, it can be interpreted that R is the correlation between observable variables (r), the correlation between latent variables ( $\square$ ), and the coefficient  $\square$  and  $\square$ . Where R values are relatively low, moderate, high, and very high at 0.10-0.35, 0.36-0.50, 0.51-0.69, 0.70+, respectively. R<sup>2</sup> has the authority to explain and predict in low, medium, high, and very high when having the values of 0.01-0.12, 0.13-0.25, 0.26-0.48 and 0.49+, respectively (Leech, Barrett & Morgan, 2005, 56).

## Results

### 1. Analysis of the relationship between variables

From Table 1, The mean of strategic leadership (SL), strategic communication (SC), and the effectiveness of strategic management (SM) are between 3.52 to 3.86 which is medium to high level.

**Table 1** Coefficient of correlation between observable variables

	SL 01	SL 02	SL 03	SL 04	SC 01	SC 02	SC 03	SC 04	SM 01	SM 02	SM 03	SM 04
SL	1											
01												
SL	.73											
02	9**	1										
SL	.72	.72										
03	1**	3**	1									
SL	.73	.74	.81									
04	9**	2**	5**	1								
SC	.59	.65	.61	.72								
01	6**	6**	7**	0**	1							
SC	.62	.66	.62	.71	.88							
02	2**	0**	3**	0**	5**	1						
SC	.56	.58	.61	.66	.83	.84						
03	2**	4**	8**	6**	1**	5**	1					
SC	.54	.62	.64	.67	.82	.81	.84					
04	6**	6**	3**	4**	6**	6**	3**	1				
SM	.67	.67	.70	.77	.78	.77	.71	.68				
01	6**	2**	3**	1**	1**	9**	6**	2**	1			
SM	.68	.65	.70	.77	.73	.75	.70	.66	.85			
02	5**	2**	6**	4**	7**	1**	3**	4**	6**	1		
SM	.61	.59	.59	.67	.74	.74	.74	.64	.74	.79		
03	4**	0**	8**	9**	3**	8**	2**	3**	7**	0**	1	
SM	.62	.60	.62	.70	.80	.78	.80	.74	.78	.78	.87	
04	6**	2**	5**	0**	9**	7**	8**	6**	1**	9**	2**	1
M	3.8	3.5	3.7	3.6	3.5	3.6	3.5	3.5	3.6	3.8	3.6	3.5
	67	94	81	81	93	31	88	28	96	00	16	68
SD	.68	.56	.63	.63	.73	.76	.77	.83	.68	.76	.83	.79
	6	4	2	6	8	5	3	0	6	9	2	5

Note: N = 250; \*\* p < 0.01; \* p < 0.05

When considering observable variables in Table 1, the results suggest that the correlation coefficient between 0.54630.809, which is positive and significant for all variables. Furthermore, the correlation coefficient between strategic leadership (SL) and strategic communication (SC) is between 0.546-0.720, which is significantly correlated in every variable. The correlation coefficient between strategic leadership (SL) and the effectiveness of strategic management (SM) is between 0.59030.774 with significant relationship every variable. Moreover, the correlation coefficient between strategic communication (SC) and the effectiveness of strategic management (SM) is between 0.643-0.809 with significant correlated every variable too. This result, thus, confirms the hypothesis #1.

**Table 2** Coefficient of correlation of latent variables

Variables	SL	SC	SM
SL: Strategic Leadership	1.000		
SC: Strategic Communication	0.807**	1.000	
SM: the Effectiveness of Strategic Management	0.839**	0.909**	1.000

Note N = 250;  $\square$  p  $\square$  0.05;  $\square$  p  $\square$  0.01

From Table 2, it is shows correlation coefficient of latent variable between strategic leadership (SL), strategic communication (SC), and the effectiveness of strategic management (SM). Strategic leadership (SL) has positive correlated at very high level with strategic communication (SC) with statistical significantly ( $\square$  = 0.807, p  $\square$  0.01) and has positive related at very high level with the effectiveness of strategic management (SM) with statistical significantly ( $\square$  = 0.839, p  $\square$  0.01). Finally, the strategic communication (SC) and the effectiveness of strategic management have positive related at very high level with statistical significantly ( $\square$  = 0.909, p  $\square$  0.01).

### 2. Analysis for the Structural Equation Modeling

#### Analysis in the components of latent variables

The results of structural equation modeling analysis show the influence among strategic leadership, strategic communication and the effectiveness of strategic management as in Figure 2 and Table 3. Strategic leadership (SL) has influence to strategic communication (SC) with statistical significantly (DE = 0.807, p < 0.01) and the variance which predicted strategic communication by strategic leadership is up to 65.1 percent (R<sup>2</sup> = 0.651) in very high level.

Strategic leadership (SL) still has direct effect to the effective of strategic management (SM) with statistical significantly (DE=0.302) and has indirect effect via strategic communication (SC) with statistical significantly (IE=0.537, p < 0.01). The variance which predicted the effective of strategic management (SM) by strategic leadership (SL) is up to 85.8 (R<sup>2</sup> = 0.858) in very high level. Moreover, the coefficient of direct effect (0.302) and indirect effect (0.537) become total effect (0.839) which mean that strategic leadership (SL) has influence to the effectiveness of strategic management in very high level with significantly.



Furthermore, strategic communication (SC) has direct effect to the effective of strategic management (SM) with statistical significantly (DE=0.665,  $p < 0.01$ ). it's mean that strategic communication can predict the effective of strategic management with significantly.

Fit indices of structural equation modeling are as follows;  $\chi^2 = 174.37$ ;  $df = 48$ ;  $\chi^2/df = 3.63$ ; CFI = 0.985; NNFI = 0.979; RMSEA = 0.104; 90% CI for RMSEA = 0.087.

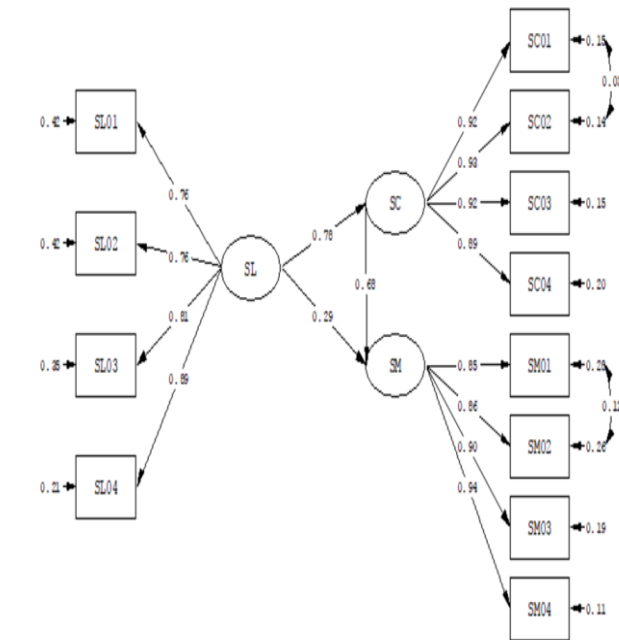


Figure 2 Structural Equation Modeling of 3S

Table 4 Coefficient of total effect, direct effect and indirect effect

ETA	KSI → ET A	ET → ET A <sub>2</sub>	DE	IE	TE	R <sup>2</sup>
SM	SL →S M		0.302 **	0.537 **	0.839 **	
		SC → SM	0.665 **		0.665 **	0.85 8
SC	SL →S C		0.807 **		0.807 **	0.65 1

Goodness of Fit Statistics:  
 $\chi^2 = 174.37$ ;  $df = 48$ ;  $\chi^2/df = 3.63$ ; CFI = 0.985; NNFI = 0.979; RMSEA = 0.104; 90% CI for RMSEA = 0.087

Results from the Structural Equation Modeling

The analysis results for correlation coefficient reveal that the path coefficient between the strategic leadership (SL) variable and the strategic communication (SC) is found to be the highest with path coefficient value of 0.78, followed by the path coefficient between the variable of strategic

communication (SC) and the effectiveness of strategic management (SM) with having path coefficient value of 0.68. And the last is path coefficient between the variables of the strategic leadership and the effectiveness of strategic management (SM), with the path coefficient value of 0.29.

Analysis results for the model of structural equations as shown in Figures 2 and Table 3 indicate that the strategic leadership (SL) has a significant positive direct effect on the strategic communication (SC) and has the variance as predicted by the strategic leadership in a significantly every high level of 65.1 percent. This, therefore, confirms the hypothesis #2.

Strategic leadership (SL) has a significant positive direct effect toward the effectiveness of strategic management (SM) and has a significant indirect effect through the strategic communication with having the variance value as predicted by the strategic leadership for 85.5, which is very high. And total effect coefficient provides the value of 0.839. This means that the strategic leadership has a significant influence toward the effectiveness strategic management, totally in a very high level. Thus, this confirms the hypothesis #3

Discussions and recommendations

Discussions

The results of the research on the influence of strategic leadership on strategic communication and the effectiveness of strategic management suggest the following findings: Strategic leadership has a statistically significant positive influence on the effectiveness of strategic management, with a coefficient value of 0.29, which corresponds to Kiptoo & Mwirgi (2014), Jooste & Fourie (2009), and Owino & Oloko (2015), and according with the theory of strategic leadership where the effective strategic leadership help to create the right vision and mission, formulate and implement strategy, and then achieve the competitive strategy which bring above average return to organization (Ireland, Hoskisson, & Hitt, 2009). As a result, the organization has to train and develop strategic leadership in order to increase the possibility to achieve the strategic management.

Recommendations

The results of the study found that strategic leadership (SL) has direct effect to the effectiveness of the strategic management (SM) with statistical significantly, and has indirect effect via strategic communication (SC) with significantly; moreover, the power of explain and predict the effectiveness of strategic management (SM) is very high (85.8%). So, the recommendations are as follows. Recommendations on government policies, Thai government had issued the National Strategic Plan Act. In order to achieve National Strategic Plan for 20 years, the strategic leadership training program should be set up and trend officers and administrators at all level, especially high-level administrators in all government organization and top manager of private organization. Recommendations for management practice, government should change the job title of Policy and Plan Officer which work in government agencies to the job title of Strategist. In

private sector, they should set up Chief of Strategy (COS) and Strategist in order to study National Strategic Plan and monitor changing environment for adjust strategic direction of organization.

Recommendation for the research is that, other variables should be studied from the conceptual framework of this research particularly in terms of organizational architecture which included controlling system, good governance and corporate governance, organization and business ethics, or even corporate social responsibility

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