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Future Transformational Leadership Competency for the Success of Transitional Thailand Food Industry Management

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Abstract

The objectives of this study were to determine Transformational Leadership Competency (TLC), to identify TLC with four components, and to compare the mean score of the current TLC and future (expected) TLC of the sample group. The mixed method research was used to conduct the study with qualitative with the Delphi technique by using the questionnaire to collect the opinion of 20 organizational management experts and quantitative with a sample group of 411 Chief Executive Officers (CEO) of food business organizations.

Research results are as follows:

Phrase 1. A qualitative study was conducted with 20 organizational management experts. There were 30 items of TLC found.

Phrase 2. A quantitative study was implemented with 411 CEOs. The finding showed that TLC was verified by the four components of Inspirational Motivation (IM), Intellectual Stimulation (IS), Idealized Influence (II), and Individual Consideration (IC) by using Confirmatory Factor Analysis (CFA) with 25 items.

Phrase 3. After the CFA was analyzed, these TLCs were implemented. The finding revealed that the mean scores of expected (or future) transformational leader competency in the four aspects of IM, IS, II, and IC are higher than the mean scores of current TLCs with the statistically significant level of 0.00 which is lower than 0.05.

The conclusion can be summarized that the four factors of TLC can predict the success of food SMEs in Thailand and be able to lead a company to compete with other food companies at the regional and global levels.

Key Words: Future Transformational Leadership Competency/ Success/Transitional /Thailand Food Industry/Management

Introduction

In the early 1960s, Thailand had only seven percent of its people working in food-related industries (Lekuthi, 2007, & Thiengkamol, 2009). Today, with a booming economic

growth rate, Thailand has become a model for other developing countries that can successfully develop their food industries (ADB, 2015). The country has done so by setting an inspiring example of how to create a "kitchen of the world" through government-sponsored collaboration between private companies and farmers. By buying natural resources at low prices and saving money through cooperative business practices, Thailand has transformed itself from a nation with few food-related industries to one with many. Thailand has more than 100 co-ops that produce more than 300 items under government supervision including edible goods such as coconut oil and durian (Thiengkamol, 2011, & Charoen Pokphand Foods Public Company Limited, 2021). Additionally, these co-ops are run democratically by their members, who also earn wages from their work at these cooperatives particularly, the rapid growth of food industry in the SMES companies can produce food and drink products for exporting successfully (European Union, 2020).

To make sure every SMEs can participate in transforming themselves into better producers, Thailand's government encourages industry leaders to think beyond their local markets when starting up food businesses as an export company to meet all consumer requirements at the local and international levels (Thiengkamol, 2011, & White, et al., 2019). It does this through both international conferences hosted by its Food Industry Development Center (FIDC) and local networking events hosted by Thai embassies around the world. These events bring together leading businessmen from different countries who can exchange ideas about expanding into new markets with little competition from locals already living there (Thai Embassy-Washington, D.C., 2017, & Zaunseder, 2022). Through this international cooperation model, countries like Thailand have been able to run successful food industrial businesses without relying on large corporations or national governments themselves (European Union, 2020, & Charoen Pokphand Foods Public Company Limited, 2021).

By transitional organization management of SMEs in a nation with many food-related industries, Thai leaders have shown their transformational leader competencies of how they can use cooperative business strategies, visions, and management to save money and to produce good products to serve the consumers' need while growing the economy (Mohsen, & Mohammad, 2011, Office of The National Economic and Social Development Board, 2012, Namanee, 2012, Xiao-Hua, & Jane, 2012, Shafi, et al., 2020, & Mbindyo, et al., 2021). This is especially demonstrated when using excess savings from natural resources like timber or energy sources like hydroelectricity or coal mining sites. With an abundance of natural foods available at low prices through its cooperatives, Thailand is now called "the kitchen of the world" because it can provide ingredients for any dish cooked around Asia (Thiengkamol, 2009, Tumpracha, et al., 2012b, & Charoen Pokphand Foods Public Company Limited, 2021).

In 2017, Thailand achieved national food security by sustainably reducing the rate of malnutrition in the population. In many provinces of Thailand - especially in rural areas - there is now enough food to feed all citizens at different times of the year (FAO, 2017 & World Bank, 2017). This major achievement comes after decades of government nutrition programs and initiatives to combat malnutrition. The country's transition to adequate food for all citizens can be attributed to coordinated national action to eradicate poverty and raise wages through economic growth and development programs. Furthermore, technological advances such as refrigerators, stoves, and electronic scales have made this possible in just a few decades to support the SMEs of the food industry for global trade competition under the brand of "kitchen of the world" to enhance the national economy. This usefulness will be accomplished through effective transitional organization management with transformational

leader competencies (Mohsen, & Mohammad, 2011, Mittal, & Dhar, 2015, FAO, 2017, World Bank, 2017, & Mbindyo, et al., 2021).

The government is also working with SMEs and large corporations to ensure that fast-changing industries such as finance and telecommunications comply with international standards. SMEs play a key role in national economies around the world, generating employment and value-added contributing to innovation. SMEs are central to the efforts to achieve environmental sustainability and more inclusive growth (OECD, 2017, & Bayraktar, & Nese, 2019). However, these contributions vary widely across firms and across countries and sectors with better access to global markets and knowledge networks can be strengthened (Bayraktar, & Nese, 2019, Jafari-Sadeghi, et al., 2022). However, attaining the success of SMEs in Thai food industry requires an understanding the effective transformational leadership competency that influences the organizational transitional management unsuspiciously. Therefore, this study will research on the confirmatory of both factors of effective transformational leadership competency and organizational transitional management with confirmation of factor analysis. **(**Brown, 2015, Mittal, & Dhar, 2015, FAO, 2017, World Bank, 2017, & Mbindyo, et al., 2021).

2. Literature review

2.1 Vital of Thailand's food industry

The food industry is the top ten industries of Thailand with the target to step over middle-income trap by adjusting the economic structure to an innovation-based economy through industrial policy formation as a new growth engine to drive the target investment of the existing top ten industries in Thailand (World Bank, 2016, Thai Embassy-Washington, D.C., 2017, & Warr, 2020). Increasing production effectiveness in the food industry, as the new future industry, requires the preparation of skillful people and modern knowledge with high expertise to congruent industrial innovation, technology, and development competency (World Economic Forum, 2018a, World Economic Forum 2018b, Warr, 2020, & Benyaapikul, 2021). Thailand's food industry has grown and diversified significantly over the past few decades. The country's food manufacturers produce food of every type, ranging from instant noodles to sophisticated international cuisine (European Union, 2020, & Charoen Pokphand Foods Public Company Limited, 2021). Many Thai companies use traditional Thai designs to appeal to both domestic and international tastes. Thailand has several food manufacturers that contribute to the country's economy (European Union, 2020, &Charoen Pokphand Foods Public Company Limited, 2021). There are more than 100 registered instant noodle manufacturing companies in Thailand; almost all of them are privately owned. Instant noodles are popular with both Thais and foreigners alike. Most of Thailand's food manufacturers export their goods, bringing in millions of dollars annually for the Thai economy. Food manufacturers in Thailand also produce agricultural products, such as canned fish, meat, and crab paste. Exports of these goods also bring in significant revenue for Thailand successfully (European Union, 2020, Charoen Pokphand Foods Public Company Limited, 2021, & FAO, IFAD, UNICEF, WFP, and WHO, 2022).

Thailand's food industry has grown as prosperous industry in Asia, attracting both Thais and foreigners at low prices. Thailand's food industry is a popular tourist attraction with global tourists looking for the best food at the lowest prices. There is a wide range of options to choose from, depending on where you travel in Thailand - from street vendors to elegant fine-dining restaurants serving international cuisine and local specialties (Boonpienpon, 2017, Hotels.com, 2022). Numerous travel sites make Thailand an ideal

destination for its thriving food industry and hospitable locals. Many foreigners have found opportunities in industries that are booming in Thailand's economy and have made their fortunes by exporting goods abroad (OECD, 2019, OECD, 2020). Travelers who want to eat well while traveling in Thailand can find what they're looking for in a variety of restaurants across the country.

Future Food for Life or Thai Food 4.0 is classified into 4 aspects as follows 1) Functional food refers to edible food, which is consumed to help for a specific function and good for consumer health, 2) Medical food is designed for treatment and cure for specific diseases or food as medicine, 3) Organic food is produced without any chemical substances by producing under the production process is subject to strict rules having accreditation, and 4) Novel food that has never been produced before or raw materials from plants and animals using new breeding techniques (Thailand's 20-Year National Strategy and Thailand 4.0 Policy, 2016, Jones, & Pimdee, 2017, & FAO, IFAD, UNICEF, WFP and WHO, 2022). Moreover, there is a project of intelligent future food upgrading food production to create added value to the production and to improve the quality of life of the people. Additionally, the project produces products that meet the confidence corresponding to the consumption trend of the world market. It is a great challenge for industry leaders to manage Artificial Intelligence (AI) in the production process. There are many benefits to using it. AI methods and their applications in the food industry have been happening for decades and are still increasing today (Corney, 2002, Perrot, et al., 2006, Doganis, et al., 2006, Rahman, et al., 2012, & Mavani, et al., 2021).

The food industry in Thailand plays an important role for the economic value of the country. The food industry has the highest investment and added value. It has the highest investment in research and development when compared to any industrial sector in the manufacturing sector. The value of the Thai food industry is about 2.5 million baht per year in the report of the Government Savings Bank Research Center (GSB, 2020). It accounted for 8.5 percent of the gross domestic product value. This was calculated by using a mathematical model called Inducement Analysis of Nagoya University of Japan (2007). The estimated total output value linked to related industries will result in a total economic value of more than 5 trillion baht each year. It represents the added value of more than 20 percent of the gross domestic product (GDP), which is the highest in the industrial sector, and it tends to continuously grow (Kumpirarusk, & Rohitratana, 2018).

In conclusion, Thailand's food industry is of great importance, both in response to the increasing food demands of the world's population and in terms of national economic value. It also has the potential of the area, personnel, and government policy support. Moreover, it provides food security in the region. In addition, it helps promote the economy and it has also contributed to the stability of life and health of the people in the region. Therefore, it is the responsibility of corporate leaders to show Transformational Leadership Competency (TLC) in managing change to pass challenges smoothly (Rahman, et al., 2012, GSB, 2020, & Mavani, et al., 2021). However, on the challenges of the food industry, representing an international competitive perspective, it was mentioned that whether it is a medium-sized, large, small, or small-scale factory business, automation technology is required. and digital come to support to fight challenges (OECD, 2017, Hershanty, & Jafrizal, 2021, Kumar, & Kalse, 2021, & Mavani, et al., 2021).

2.2 Effective Leader characteristics

A leader must have the ability to effectively lead a team or organization. Every aspect of an organization requires some form of management; therefore, it is important that all leaders can effectively lead the people in the organizational structure (Abbas, & Asghar, 2010, Davidson et al., 2012, & Flavia, et al., 2012). These include planning, delegation,

motivation, and conflict resolution together with other management skills needed to effectively manage people within an organizational structure. Achieving corporate goals requires good coordination with other departments so that all aspects are in place to successfully achieve each goal. A good manager understands the needs of his/her employees so he/she can provide them with the right incentives to excel at their jobs while achieving organizational goals. An effective model for demonstrating interpersonal skills is positive reinforcement by giving positive feedback when needed to let employees know what to achieve next and what must be done next and next to company goals (Davidson et al., 2012, Flavia, et al., 2012, & Raynor, & Ahmed, 2015).

To lead effectively, one must first demonstrate both skills of leadership and management competency. While some people interpret leadership simply as the ability to lead a team to success, others believe that being a good leader also requires sound judgment when deciding how best to lead a team to achieve organizational goals (Flavia, et al., 2012, Shafi, et al, 2020, & Mbindyo, et al., 2021). Leaders are the driving force behind businesses. Therefore, strong leaders are essential to maintain a thriving organization. Strong leadership is crucial to create a healthy successful business. Strong leaders understand the importance of ethical business practices and lead their organizations by setting good moral standards (Abbas, & Asghar, 2010, Davidson et al., 2012, & Mbindyo, et al., 2021). They also inspire their employees to be productive and ensure they follow suit in achieving their goals. In turn, this leads to stronger organizational performance and a stronger society at large.

Strong leaders naturally give meaning to followers because strong leaders understand their followers' emotional needs and provide them with the emotional and physical needs they need to survive and thrive. He/she will provide his/her followers with enough food, clothing, and other necessities so they can focus on achieving their goals rather than feeling hungry or cold (Flavia, et al., 2012). He/she will also teach them how to effectively protect themselves so they can keep working in cruel conditions without getting sick or injured while hunting or gathering food for the team. This allows all members time to focus on increasing their personal knowledge as well as the group's overall wealth through increased productivity and transactions. This sense of purpose strengthens the entire organization because everyone is willing to work toward the same goal under such favorable conditions (Davidson et al., 2012, Kremer, et al., 2019, Lim, & Ok, 2021, Mbindyo, et al., 2021).

Great leaders are an essential part of any successful business. They understand how to succeed in business - both as an individual and as part of an organization - and set appropriate ethical standards for themselves and their employee (Addai, et al., 2019). Strong leadership inspires others to work hard, empowers them with purpose, and protects them from unethical behavior; while providing them with the food they need to grow and develop. So, it is easy to see how much impact that a powerful leader can have in the food industry (Adrodegari, et al., 2017, & Addai, et al., 2019).

As mentioned earlier, the importance of effective leader characteristics should consist of creating a proper organizational structure, planning, managing, and motivating people to achieve organizational goals and visions. Moreover, other management skills such as conflict resolution, building ethical business practices, and inspiring their employees to be productive are involved (Flavia, et al., 2012, Raynor, & Ahmed, 2015, Kremer, et al., 2019, & Mbindyo, et al., 2021).

2.3 Transformational Leadership Competency (TLC)

Leadership competencies are the body of knowledge, skill, and ability as leader's role including perceived as good followers and good team managing ability (Kremer, et al., 2019). Additionally, they have a flair for solving problems and motivational creation to make possible corroboration as well as overcoming obstacles and being team advisors. These refer to leadership abilities, visioning process, creating, and leading teams, assessing situations quickly and accurately, fostering conflict resolutions (win-win), project management, implementing employee involvement strategies, coaching, and effectively training peers and subordinates (Hollenbeck, et al., 2006; John, 2010, Laguna, et al., 2012, & Lim, & Ok, 2021).

Transformational leadership is an approach that focuses on the people and direction of a team, rather than physical assets. It is designed to alter individuals, teams, and organizations through ethical values, communication skills, democratic procedures, and strong leadership (Falahat et al., 2020). Transformational leaders exploit the strengths of their employees to maximize their powers while creating a positive environment in which everyone on the team can succeed (Davidson et al.,2012, Mittal, & Dhar, 2015, Ouakouak, & Ouedraogo, 2017, & Mbindyo, et al., 2021). Effect of transformational leadership in stimulating employee creativity leads to organizational innovation and assess the moderating role of intrinsic motivation (Flavia, et al., 2012, Mittal, & Dhar, 2015, Inbavanan, 2017, Shafi, et al, 2020, & Mbindyo, et al., 2021).

These transformational leadership competencies comprised "4I's" (Four I's) that involve 1) Idealized Influence (II) or Charisma Leadership refers to leaders who behave as a role prototype or model for the follower (Bass, 1998, & Bass, Bass, 2008). Effective transformational leaders will be praised, faithed, trusted, and respected; moreover, they will be recognized and honored to work together. The followers will try to perform like the leaders to achieve these attributes. However, leaders should have correct visions and regularly transfer competences, so they are able to control their emotions in critical situations. Additionally, they have high morals, good ethics, and consistent disciplines to avoid conflict of interest, but they behave to make benefit for others and group. They also express their intellectual (Northouse, 2015, Flavia, et al., 2012, Inbavanan, 2017, Mbindyo, et al., 2021, & Chandasuwan, et al, 2022). Qualified leaders will show their attempts, capabilities, and self-confidence, with ideological determinations, beliefs, and trust. These will support the followers through strengthening their pride, loyalty, and confidence. Finally, the followers will show loyalty, self-confidence, and good collaboration with the leaders through shared objectives and feeling to achieve the required targets (Mohsen and Mohammad, 2011). The followers will imitate the leaders' behavior to build self-confidence and self-respect and effectiveness. Therefore, transformational leaders will maintain their influence to attain the organizational targets and work burdens. Building 2) Inspiration Motivation (IM) meant the leaders behave in the direction of intrinsic motivational inspiration and challenge the followers (Bass,1990& Bass, Bass, 2008). Leaders should stimulate vital team spirit of followers to express their enthusiasm with positive attitude and positive thinking. Moreover, leaders make them to have experience the beautiful vision of the future and leaders create and convey hope clearly with self-dedication and commitment to common goals and visions (Abbas, & Asghar, 2010, & Addai, et al., 2019). However, the leaders should show confidence and show a strong determination to achieve goals. Leaders help followers to look beyond their own interests for vision and organization mission (John, 2010). Leaders help followers develop their commitment to long term goals. It is often revealed that inspiring this occurred through the considering the individuality.

3) Intellectual Stimulation (IS) helps followers to be able to deal with their own obstacles and foster followers' creativity (Bass,1990 & Bass, Bass, 2008). IS means leaders need to encourage their followers to be aware of problems occurring in the work-unit. Leaders make them find new conclusions that is better than before and to create something new. Leaders have systematic thinking and problem solving (Flavia, et al., 2012, Birasnav, 2014, & Kremer, et al., 2019). Leaders should create a reframing hypothesis by looking at the problem. Leaders should be able to face old situations in new ways, provide incentives, and encourage followers to find new initiatives for solving problems. Leaders make followers feel that problems are challenging and a great opportunity to solve problems together. Leaders will reassure their followers that every problem has a solution (Daft, 2015). Although some problems have many obstacles. Leaders will prove that all obstacles can be overcome through cooperation of the colleagues for problem solving. Followers are encouraged to ask questions about their own values, beliefs, and traditions and motivate their intelligence. It is an important part of developing a follower's ability to recognize, understand and solve problems by himself/herself.

4) Individualized Consideration (IC)is identified as leaders have good relationships with a person. Leaders should provide individualized care and attention to followers and to make followers feel perceive self-value and self-importance by acting as a coach and advisor to develop followers. (Bass,1990& Bass, Bass, 2008). The leader will pay special attention to the needs of the individual for the achievement and growth of each person. A leader will develop the potential of followers and colleagues to achieve in the higher level of needs. In addition, the leaders will treat the followers by giving them the opportunity to learn new things, creating a supporting atmosphere, and considering the differences between individuals in terms of needs and requirements (Xiao-Hua & Jane, 2012).

A leader's behavior can demonstrate whether they understand and accept the differences between individuals; for example, some are more encouraged, others are empowered to make self-decisions. Some people have strict standards, and some people have more work structures. Leaders encourage two-way communication and manage by walking around (Falahat et al., 2020). Leaders personally interact with followers and perceive the individual as a whole person rather than being an employee or just a factor of production. Leaders are listening effectively and pay attention to them with empathy (Mohammad, & Mohammed, 2018). Leaders are assigned tasks as a tool to develop followers and give opportunities to followers to use their special abilities and learn new things that are challenging their abilities. Leaders will take care of their followers whether they want guidance, support, and assistance for work progress of their responsibilities or not and the follower will not feel that he is being examined (Auareesuksakun & Chuntuk, 2016).

In this study the transformational leadership competencies include 1) Inspirational Motivation (IM), this is described as leaders who are able to motivate the followers to be able to understand the visions, goals, and business strategic formulation, 2) Intellectual Stimulation (IS) this is explained as leaders who are able to promote the employees' creativity, and problem solving ability, 3) Idealized Influence (II), this is considered as leaders who are good role model, trustworthy, and honorable, and 4) Individual Consideration (IC), this is identified as leaders who understand teams and have the ability to provide advice, help the team, and manage people well (Shafi, et al., 2020). These are introduced as important transformational leadership competencies by integrating and developing with the previous study of researcher by transformational leadership competency that was verified by using the Delphi technique (Mittal, & Dhar, 2015, & Chandasuwan, at al., 2022). The results of this previous study will be qualified by using confirmatory factors to propose the modern transformational leadership competencies of SMEs food industry of Thailand to accomplish the successful transition

management to keep up with the competition in the globalization era. Afterward, the successful management of food industry organization was proven by trying out with the same sample of CEOs to confirm the effectiveness of transition organization management through the future or expectation of the modern transformational leadership competencies of SMEs food industry in Thailand (Laguna, et al., 2012, Birasnav, 2014, Auareesuksakun & Chuntuk, 2016, Lim, & Ok, 2021, & Mbindyo, et al., 2021).

2.4 Transitional organization management

Factors that drive the organization to be adapted are external pressures such as competitive situation or the expectations of stakeholders that have changed and another type is internal thrust like a proactive vision or new goals of the organization (Stevenson, 2014). When organizations must adapt, it is necessary to choose a method and a format that is consistent with their context or composition. As there are various models or styles to choose for adaptation, this selection requires a highly experienced person because the organization expects a balance and is concerned about the undesirable effects of the change. As analyzed by scholars, it is consistent in articles such as the 5-order pattern of feelings of those affected by Kübler 's transformation (Kübler-Ross Five Stage Model) (Kübler, 1969), McKinsey's Conceptual Framework for Change Management (McKinsey 7S Model) (Channon, & Caldart, 2015), Bridges' Transition Model, (Miller, 2017), Kotter's change management theory, (Tang, 2019), Lewin's Change Management Model, (Levasseur, 2001), Prosci's Organizational Change Management Model (ADKAR model), (Parker, et al., 2013), and Concepts of Human Behavioral Science by Thaler (Nudge Theory), (Egan, 2017). These demonstrate gaps in which tools should be studied to help organizations choose the right model for themselves or integrate multiple forms together.

Schermerhorn notes that change management focuses on five main goals (Schermerhorn, 2012) as follows:

(1) Work performance transition refers to visions, targets, strategy of organization including new work design.
(2) Personnel covers attitudes, abilities of employees, and the system of human resources management of an organization that supports the performance of employees.
(3) Corporate culture, values, and organizational practices lead to new desirable employee behavior and teamwork.
(4) Technology means the work system and information technology used to support the work system in the organization.
(5) Organizational Structure involves the chain of command and communication within the organization.

Achievements of organizational transitional management are complete with the 6 components of leadership competencies including (1) being authentic, (2) having leadership courage, (3) leveraging empathy, (4) using inclusive communication (5) building relationships, and (6) shaping culture (Abbas, & Asghar, 2010, & Falahat et al., 2020). Moreover, organizational transitional management could be achieved when applying the 7 S key competencies covering strategy, structure, style, system, staff, skill, and shared vision (Waterman, et al.,1980). Good leadership is impossible without effective communication skills, building leadership style, developing people, using emotional intelligence, managing stress and conflict, leading innovation and change, and leading remote teams (Falahat et al., 2020). Furthermore, the four competencies of leadership are the management of attention, the management of meaning, the management of trust, and the management of self. However, the success of organizational projects depends on not only leaders being able to determine key

factors leading to project success, but the application of management practices also to sustain success project practice (Khalili, 2016, Ouakouak, & Ouedraogo, 2017, Kremer, et al, 2019, & Shafi, et al., 2020).

It is said that there are six important factors that make leadership styles different; 1) Flexibility: how free employees feel to innovate unencumbered by red tape, 2) Responsibility: a sense of duty and commitment to the organization, 3) Standards: the level of standards they set and adhere to, 4) Rewards: the sense of accuracy about performance feedback and fairness/ aptness of the rewards, 5) Clarity: the understanding that organization members have about the organization mission and values and 6) Commitment: the level of dedication to and engagement with a common purpose (Stevenson, 2014, Raynor, & Ahmed, 2015, & Mbindyo, et al., 2021).

To compete with the advancing business world, organizations frequently require making enterprise-wide changes that affect their processes, products, and people. Transformation is part of everyday life at companies today. It can be tough, and people often oppose it. However, developing an agile workplace culture, companies should take a systematic method to cope with major changes. Organizational development experts have acquired ways to successfully navigate change (Ouakouak, & Ouedraogo, 2017, Kremer, et al, 2019, & Shafi, et al., 2020). In fact, business leaders should identify and react rapidly to market changes and unexpected challenges, but most fail to create an agile culture. Agile leadership—from the CEO to the line manager is what distinguishes high-performing organizations from low-performing ones. Companies that constantly outperform their competitors in profitability, market share, revenue growth, and customer satisfaction report have significantly higher agility than underperforming companies (Stevenson, 2014, Kremer, et al, 2019, & Shafi, et al., 2020). As far as transitional organization management concerns, there are seven factors as follows: 1) strategic transitional management, 2) organizational structure, 3) operational system, 4) empowering staff creation, 5) skill development, 6) leading style, and 7) shared values (Stevenson, 2014, Khalili, 2016, Ouakouak, & Ouedraogo, 2017).

2.4.1 Strategic transitional management

A management philosophy for coping with a transition in the company's performance can help companies successfully adjust to changing economic and business environments (Abbas, & Asghar, 2010). Organizations should listen closely to their community's needs so that they can adapt their services accordingly. For example, if more citizens are interested in volunteering than working at local non-profit organizations, these groups may need to adjust their services accordingly (Mohammad, & Mohammed, 2018). Similarly, if more citizens are interested in mentoring than they are donating money to local groups, organizations may need to develop different strategies for generating interest in this area based on volunteers' availability at times or locations each week (Rosenthal, 2015). Focusing on how best to support each community consistently is far easier when you know what current members want from organization first-hand via surveys or meetings with volunteers and donors alike (Daft, 2008, Laguna, et al., 2012, Stevenson, 2014, & Khalili, 2016). cd

Handling any dramatic shift in corporate performance requires an appropriate plan—both at the micro level (for example, between products) and at the macro level (for example, between countries). Companies that know how to plan for these transitions will see smoother sailing ahead as they cater better to customer needs and expectations. While countries cannot easily alter their political systems overnight (or even over several decades), managing national change is far easier when planning considers citizen's opinion (Laguna, et al., 2012, Stevenson, 2014, & Khalili, 2016).

2.4.2 Organizational transitional structure

A company is a group of shareholders that combine their money, labor, and resources to create a financial and social entity. A company has many different types of organization structures that can be determined by the industry it operates in, the lines of work it performs, and the number of shareholders it has. A company can be privately or publicly owned. In addition, the structure can change over time as the business expands or contracts. Organizational structure types cover hierarchical structure, matrix structure, horizontal/flat structure, network structure, divisional structure, line organizational structure and team-based organizational structure (Schermerhorn, 2012, Stevenson, 2014, Bridges, & Bridges, 2017, & ADBI, 2019). A plenty of large companies have both administrative support roles such as human resources, as well as specialized roles like marketing or sales specifically designed to perform better within their structured organizations. A publicly traded corporation is owned by multiple individuals but operates under rigid corporate policies set forth by its board of directors under direct oversight from stockholders' representatives on its board via quarterly shareholder votes via proxy votes at annual general meetings held every other year or so (Stevenson, 2014, Daft, 2015, Khalili, 2016, & Bridges, & Bridges, 2017).

Although there are many ways to organize a company, the successful businesses system incorporates all five aspects of greater freedom, better delegation, improved consistency, added value, and focused talent into their systems so they can run smoothly and meet their goals successfully. Nevertheless, an organization is a group of people working together to accomplish a goal. In other words, it is a system that makes decisions, allocates resources, and produces results for its members. An organization usually has a leadership and a structure, which can vary depending on the goals it wants to achieve. Understanding an organization's structure is crucial if one wants to lead or join one (Daft, 2015, Khalili, 2016, & Bridges, & Bridges, 2017). An organization is basically a system that makes decisions based on the goals chosen by its members and conveys those decisions to external parties, and either through selling its products or providing services directly to clients. Both businesses and organizations perform the same functions; however, they do them differently based on their leadership and structure elements. In addition, the organizations respond directly to changing needs with their operating strategy rather than reacting quickly enough with their decision-making processes. This means that anyone looking for steady employment should look towards becoming part of an organized entity instead (Stevenson, 2014, Khalili, 2016, & Bridges, & Bridges, 2017).

A new organizational structure provides a sense of unity in working toward a common goal. Traditional hierarchies center around seniority and power; however, newer models tend to empower employee voice and participation over authority and powerlessness alike (Khalili, 2016, Kremer et al., 2019, & Lim, & Ok, 2021). Instead of focusing on how well an employee performs his/her duties under his/her superiors, current models promote focusing on how well each employee does his/her tasks toward achieving company goals (Stevenson, 2014, & Khalili, 2016). By fostering unity among all staff members in their quest toward company goals, current models encourage staff members not just blindly follow orders but take charge when needed. By promoting internal collaboration over external obedience, current models help create workplaces where employees feel valued and have an active role in determining their own success. Fostering unity among workers who feel empowered instead of concentrating on their lead over can boost both worker productivity and employee morale alike. However, all businesses should transit current models to be very encouraging

both at home and abroad (Mittal, & Dhar, 2015, Bridges, & Bridges, 2017, Lim, & Ok, 2021, & Mbinyo, et al., 2021).

2.4.3 The transformation of operational system

Operations management requires the systematic direction and control of the processes that transform resources (inputs) into finished goods or services for customers or clients (outputs). The operations management of every company follows four fundamental dimensions of focus including finance, customers, internal processes, and knowledge and innovation. These theoretical sectors of operations management come from research by Kaplan and Norton (2008). These 4 elements are not mutually exclusive. For instance, employees who become more experienced through learning can adjust the implementation of internal processes (Smit, 2007). For most businesses, the main financial aspect is income, although short-term financial goals may mean losing present profits to increase future capability. For instance, a firm may decide to reinvest all its profits in new and better machines to increase production capacity and efficiency, but the final goal is still to increase profits. Executives need to manage the flow of money through the organization to certify short-term goals aligning with long-term goals. Customers are the foundation of every business. Deprived of the stream of their money through their company, everything grinds to a standstill. Managers seek to expand the flow of customer money, but that doesn't constantly mean ensuring as many customers as possible. A boutique hotel, for instance, might focus on serving relatively few high-paying customers, while a chain hotel focuses on the wide strip of people who are reluctant to pay high prices. Although each business targets clients who have distinct needs, meeting those needs is similarly essential to their productivity. Internal Processes Optimization leads to greater viability and customer fulfillment. For instance, a supervisor might concentrate on developing efficient communications within an organization to ensure orders travel quickly from the customer service department to the assembly line. The director further expedites the order by guaranteeing the production division synchronizes with the transport department to get the order to the customer rapidly. Fine-tuning the process to make it greatly efficient keeps operational costs low and satisfies customers, leading to greater profits. Knowledge and Innovation Technology progresses and so must businesses. An invention that improves a manufacturing process, for example, might be a match changer that forces factories to improve their processes or lag competitors. A good director stays in touch of technological shifts; a great boss anticipates and begins transformation by encouraging his/her organization to focus on education and innovation. Practically, this can mean anything from having a well-funded research and development team to paying for ongoing education for employees. An organization that surmounts cognitive limitations stays one step ahead of its competitors (Thiengkamol, 2007, Smit, 2007, Kaplan, & Norton, 2008).

The transformation system is used to automate common tasks related to production activities. There are also listed six types of transformational change that occur within processes include 1) physical transformation, 2) informational transformation, 3) possession transformation, 4) location transformation, 5) storage transformation, and 6) physiological or psychological transformation. There are four transformation roles of operations management. It involves planning, organizing, coordinating, and controlling all the resources needed to produce a company's goods and services. Operations management includes three levels: strategic, tactical, and operational levels. There are three primary elements of the transformation process which is organized around three major processes: the leadership process; the design process; and the development process. Operations transformation unlock the full potential of operations, sustained by building institutional capabilities and adding agility (Dori, et al., 2005, Flavia, et al., 2012, Khalili, 2016, Inbavanan, 2017, Falahat et al.,

2020, & Mbindyo, et al., 2021). Cross-operations diagnostic is evaluated the existing operations system (including processes, digital and analytics, management practices, mindset and behaviors, and capabilities), and size the full improvement potential. Thus, future state design and road mapping are important for organization transformation because design plans to recognize vision across dimensions and achieve aspiration with launching the identified quick wins. Design a logical vision of the operations system and step-change aspiration, the operation road map, and a change management strategy. Steer an employee-led performance tailored to the current context with involving all levels of the organization through the change agent team to the executive committee to perform to create ownership (Khalili, 2016, Inbavanan, 2017, & Mbindyo, et al., 2021). Moreover, the adaption of the specific corporate processes to establish a combined operations agenda by ensuring the corporate business abilities, from business strategy to human resources to digital and analytics, are operationally driven (Dori, et al., 2005, Flavia, et al., 2012, Falahat et al., 2020, & Mbindyo, et al., 2021).

2.4.4 Empowering staff creation

It is great for enhancing creativity, not everyday performance. Research regularly shows that employees who feel empowered at work are related with higher job execution, job fulfillment, and dedication to the organization (Lim, & Ok, 2021). A positive work environment enables people to do their jobs successfully. Consistent with the Progress Principle, a new theory of work motivation, people are happier at work when they feel they are making steady development toward significant goals (Ryan, & Deci, 2000, Afsar, & Umrani, 2020, & Shafi, et al., 2020). Therefore, managers can enhance positive emotions at work by helping people reach their goals (Flavia, et al., 2012, & Wang, & Guan, 2018). Three vital components for empowering others include 1) Clarity, the first step in empowering employees is to clarify goals and expectations. People can only progress at work when they have a clear understanding of what is expected of them. By empowering, the manager's role shifts from closely monitoring people's actions to being accountable for results. This means that managers need to clearly define expected outcomes and communicate frequently so that everyone understands their responsibilities, 2) Support, the second step in empowering others is to support them by providing the resources they need to succeed and eliminating any problems that may delay advancement. Managers empower their people by providing their demands. This requires not only offering the time, resources, and encouragement necessary for achieving goals, but also energetically working to eradicate barriers to achievement, and 3) Autonomy, finally, empowering people means giving them the autonomy they need to do their work. Once employees know what they are expected to do and have the assistance they need to do it, the best thing a manager can do is to avoid their way. Trusting employees to get their work done, however, is fundamental for establishing positive work environments (Conger, & Kanungo, 1988).

2.4.5 Skill development, leading style, and shared value

Lewin and his researchers tasked schoolchildren with an arts and crafts project while the team observed behaviors and responses to different styles of leadership. The idea was to determine which style was most effective to use in business (Lewin, et al., 1939). They identified three styles of leadership include Autocratic, Democratic, and Laissez-faire. Afterward, more leadership styles have emerged, and one that is commonly grouped in with Lewin's three is Transformational Leadership (Auareesuksakun, & Chuntuk, 2016, Khalili, 2016, & Mbindyo, et al., 2021). Currently, there are a variety of leadership styles in business, but the four primary leadership styles that most people will be exposed to include Autocratic, Democratic, Laissez-faire, and Transformational leadership.

2.5 Successfulness of Thailand Food Industry Transitional Management of SMEs

Transitional management refers to the promotion or sponsorship of an employee from an individual employee to a manager of a larger team or department in the organization. Employees were supported in leadership positions to continue to develop their skills and expertise to meet the requirements for leadership positions. This means that employees seeking to expand to more senior management positions must shine in their capacity to lead, direct and make decisions that affect results (Lim, & Ok, 2021 & Mbindyo, et al., 2021). As employees move into leadership roles, they often take the time to learn from managers and prepare for their new roles. Plenty of new managers often attend short-term training or induction to better understand the goals and expectations of their role. Additionally, the transition to management can be challenging, requiring leaders in the role to take steps to ensure their success (Bass,1990, Schermerhorn, 2002, Lim, & Ok, 2021, Chandasuwan, et al., 2022, & Jafari-Sadeghi, et al., 2022).

Presently, small, and medium enterprises (SMEs) are seen as engines of economic growth and technological advancement in the vibrant and competitive markets (Bala Subrahmanya and Loganathan, 2021; Xu, et al., 2021). They play an unavoidable role through their intrinsic ability to constantly invent new products and processes (Su, et al., 2020). SMEs engage an essential strategic position in the global economy, not least because of their important contribution to employment, exports, and national income, especially through exports, where the development of new products can help the firm's overcome barriers that can prevent internationalization (Parthasarathy, & Gupta, 2017, & Su et al., 2020). In recent years, the role of internationalization and innovation in the context of SMEs has been paid attention to the international food industry to overcome malnutrition and hungry decrement (Sadeghi & Biancone, 2018, & FAO, IFAD, UNICEF, WFP and WHO, 2022).

Success of Thailand Food Industry Transitional Management of SMES will support food security in Thailand to meet the global aims to empower the regional, national, and local community food security. Using the AI innovation in management, marketing and production process lead to the success of SMEs in food industrial business model with transitional management (Thiengkamol, 2011, Tumpracha et al, 2012b, European Union, 2020, Falahat et al., 2020, Charoen Pokphand Foods Public Company Limited, 2021, Hershanty, & Jafrizal, 2021, Kumar, & Kalse, 2021, Chandasuwan, et al., 2022, & FAO, IFAD, UNICEF, WFP and WHO, 2022).

As far as the success factor in the food industry concerned (Harvard University, 2022), Burt's Theory of Change Management, and Coleman's Essay on Transcendental Transformational Leadership identify the most important elements of organizational adaptation is the leader of change. Leadership characteristics of managers are competencies that include knowledge, skills, characteristics, and attitudes that are individual value both professionally and relationship management with collaboration management to make the successful job.

The food industry of Thailand in the 21st century requires the presence of good and competent leaders who are knowledgeable, capable, and visionary in determining the direction of the organization to make the follow-up team accept and build faith and have confidence in the leader. Moreover, they walk in the direction that the leader has set to combat the challenges faced by the food industry. A plenty of food industry organizations in Thailand have had success in managing organizational change, such as Thai Union Group Public Company Limited. Among food industry organizations in Thailand, Thai Union has been selected as a member of the Sustainability Index of the Dow Jones with seven consecutive years and is ranked 2nd in the world's food products industry in the aspect of sustainability with continuous

development (The S&P Global Corporate Sustainability Assessment (CSA), 2020). The leaders use corporate management strategies to overcome challenges with principles that pay attention to the use of production and product management information, adherence to the quality system use of production, technology, and management with environmental balancing and labor focus as well as the development of new leaders (Global Compact Network Thailand, 2022). It stated that the primary success factor was vision and leadership performance. But these management principles are not transmitted to be academic work for organizations to follow easily. It would be helpful if this research could explain this success factor. A leadership style that fits the challenge, and the competence of a leader in the specific food industry. In conclusion, there is a lack of systematic research on the content of specific leadership transformation for the food industry; thus, it is how the importance of this research would contribute.

3. Methodology

This study was conducted by using mixed methods research (Creswell & Plano Clark, 2018) comprising qualitative approach with the Delphi technique and quantitative research with survey research.

The research was divided into 3 phases as following:

Phase 1. The study used a qualitative approach with the Delphi technique by using the questionnaire to collect the opinion of 20 organizational management experts. The strength of this technique is the ability for participants to reconsider their views considering the contribution of others allowing for an element of reflection that is missing from studies based on single interviews or focus groups (Brady, 2015).

Phase 2. Afterward, the results of the third-round implementation of the Delphi technique, Transformational Leadership Competency (TLC) was revealed that comprised of 4 aspects or components covering Inspirational Motivation (IM) with 8 items, Intellectual Stimulation (IS) with 10 items, Idealized Influence (II) with 9 items, and Individual Consideration (IC) with 3 items. These 30 items were analyzed with CFA to verify the prediction power of each item for each component. The proposed TLC model is verified to fit with the data by using program LISREL Program version 8.8 (Thiengkamol, 2016).

Phase 3. After Phase 2, experimental research was implanted to determine the difference of the mean score of the current TLC and future (expected) TLC of the sample group.

3.1 Population and sample

Population

Phase 1, the population was unknown number expert of organization management in Thailand. The expert in organization management was sampling with 20 executives from the food industry in Thailand. The sample was selected from top executives or their representatives who have understood the organization's context mostly. The randomized 5 samples from each of the 4 categories of food business (mentioned below) were interviewed with questionnaires.

Phase2 and 3 contain the population that was transformational leaders of business organization of the food industry that was only juristic persons registered with Department of Business Development, Ministry of Commerce, Thailand. There are 12,759 companies. The population distributed into 4 categories according to the definition of the Office of Small and Medium Enterprise Promotion (OSMEP) as following:

(1) Large organization has employees more than 200 people with income more than 500 million Baht.
(2) Medium organization has employees less than 200 people with income less than 500 million Baht.
(3) Small organization has employees less than 50 people with income less than 100 million Baht.
(4) Micro organization less than 5 people with income less than 1.8 million baht. The definition was issued by the Office of Small and Medium Enterprise Promotion (OSMEP) in the fiscal year of 2020.

Table 1. *Reliability and Validity of Transformational Leader Competency (TLC)*

Transformational Leader Competency	Reliability	Validity	Code
1Inspirational Motivation (IM)			
IM1Able to manage strategies clearly for all parties and to understand and merge in the same direction to meet goals and visions	0.966	1.00	IM1
IM2 Able to communicate information and work guidelines for others to understand well	0.967	1.00	IM2
IM3 Able to drive the job to be successful and able to handle obstacles	0.966	1.00	IM3
IM4 Able to be responsible for new projects and be a change leader	0.966	1.00	IM4
IM5 Able to diagnose organizations to understand business conditions to know what to deal with	0.966	1.00	IM5
IM6 Able to assess risks and set a backup plan	0.966	1.00	IM6
IM7 Able to integrate opportunities across business types to achieve new opportunities	0.967	0.67	IM7
IM8 Able to integrate cross-functional knowledge in the organization to achieve innovation	0.966	1.00	IM8
Intellectual Stimulation (IS)			
IS1 Able to innovate and encourage others to think	0.966	1.00	IS1
IS2 Technical/professional expertise and teammates trust the ideas of leaders.	0.966	1.00	IS2
IS3 Ability to solve problems and analyze issues	0.966	1.00	IS3
IS4 Able to manage team commitment	0.966	1.00	IS4
IS5 Able to manage conflicts in teams and create cooperation from outside the team	0.966	1.00	IS5
IS6 Able to create ideas for continuous improvement can be a culture	0.966	1.00	IS6
IS7 Able to design and improve business models	0.966	1.00	IS7
IS8 Able to use accounting and financial information to determine the topic for improving work	0.966	1.00	IS8
IS9 Able to formulate marketing strategies	0.966	1.00	IS9
IS10 Able to use food technology to develop business	0.967	0.67	IS10
Idealized Influence (II)			
II1 Having integrity, honesty, being a good role model, work hard, keep one word.	0.966	1.00	II1
II2 Able to achieve challenging and accountable goals	0.967	1.00	II2
II3 Always able to improve himself.	0.966	1.00	II3
II4 Able to be an agent to contact external agencies and get the problem as the first checkpoint	0.967	1.00	II4

II5 Having the qualities of a fair and impartial person	0.967	1.00	II5
II6 Qualified as a practitioner go to the real area more than a work order	0.967	1.00	II6
II7 Conscience and concern for the safety of employees	0.967	1.00	II7
II8 Always have the attributes of being an information user in making decisions and take responsibility for decisions	0.966	1.00	II8
II9 Able to prioritize and be a good point catcher	0.966	1.00	II9
Individual Consideration (IC)			
IC1 Able to influence others to be powerful	0.967	1.00	IC1
IC2 Able to make the team trustworthy understand others	0.966	1.00	IC2
IC3 Able to develop others, teach work, be a mentor to give recommendations and get feedback	0.967	1.00	IC3

Sample group

Sample groups are Chief Executive Officer (CEO) of business organizations in the food industry of Thailand. The sampling method was quota selection according to the employee numbers and income of the organization from each category. The size of sample was calculated by Taro Yamane Formula n = N / (1 + Ne 2). The sample size was 388 CEOs at least with a confident interval with 95% or 5% error (Yamane, 1973).

3.2 Research instrument

The questionnaires with 5 Likert's scale were used for each item evaluation by starting from 1 as strongly disagree to 5 as strongly agree. The content validity was evaluated by 3 experts and the accepted value was more than 0.5 and reliability was determined by Cronbach's correlation and the accepted level was higher than 0.8 (Steyn, & Bruin, 2019, Hair, et al., 2010, & Thiengkamol, 2016).

The transformational leader competencies include Inspirational Motivation (IM), Intellectual Stimulation (IS), Idealized Influence (II), and Individual Consideration (IC), The reliability and validity were presented in Table 1. This verified the quality of the research instrument.

3.3 Sampling method

CEOs or organizational representatives were selected with Simple random sampling by picking from the company name list of the Administration Sector of the Department of Industrial Promotion, Ministry of Industry. Several companies were calculated by the percentage of size proportion as shown in Table 2. The questionnaire was used to collect the data from 411 CEOs of SMEs food industry in Thailand according to proportion estimation with details of several companies that were classified by size definition as mentioned above.

Table 2. *Number of Population and Sample of CEO of Food Industrial Company*

	Number of Food Industrial Companies in 2020				
	Population	**Percentage proportion**	**Estimated Sample Size**	**Real Sample Size**	**Percentage proportion**
Large size	744	6.0%	23	25	6.1%
Medium size	1.021	8.0%	31	32	7.8%
Small size	4.646	36.0%	140	148	36.0%
Micro size	6.348	50.0%	194	206	50.1%
	12.759	100.0%	388	411	100%

Source: *Office of Small and Medium Enterprise Promotion. 2020*

3.4 Data analysis

Phase 1, the 3 rounds of interviews with 20 top executives or their representatives considering on that median should not be less than 3.5, and the quartile range should not be more than 1.5). The coefficient of variation (CV) or Relative Standard Deviation (RSD) should not be more than 0.5) (Murry, & Hammons, 1995).

Phase2 and 3, the confirmatory factor analysis (CFA) was conducted for TLC components, and paired t-test was used to compare men scores of current and future (expected) TLC of leaders. The questionnaire was employed for data collection from CEOs in the food industry that was classified into 4 categories according to each category proportion as mentioned above.

The data were analyzed by IBM SPSS, Version 26. After the evaluation of the content validity of items of TLC, demographic data were computed to define the sample. The latter step was the calculation of the descriptive data (max, min, mode, median, and mean) on the 30 items, as well as kurtosis, skewness, and standard error. This was done to determine whether the data significantly vary normality. Further, the TLC scale was confirmed by using factor confirmatory factor analysis (CFA), model fit indices (to validate the factor analysis), reliability (composite reliability and Cronbach's alpha), and face validity analysis was conducted by 3 experts in the field of organization management and leadership competency by considering on Index of Congruence (IOC) with the acceptant value of more than 0.50 for validity and 0.7 for reliability as presented in Table 1. The results of TLC include 4 components of Inspirational Motivation (IM) with 8 items, Intellectual Stimulation (IS) with 10 items, Idealized Influence (II) with 9 items, and Individual Consideration (IC)with 3 items that result from Delphi technique. Afterward, TLC model verification was analyzed by LISREL program version 8.8 (Thiengkamol, 2016).

Descriptive statistics were described in the forms of mean, standard deviation, skewness, and kurtosis and were calculated to highlight the descriptive statistics. It is apparent from Table 4 that the mean scores for items II1, II2, and II7 are more than other items. The possible explanation for these are II1: Having integrity, honesty, being a good role model, working hard, and keeping one word, II2: Able to achieve challenging and accountable goals, and II7: Conscience and concern for the safety of employees indicated the importance of TLC. Further explanation of this is given in the discussion section. The normality of data was ensured by calculating kurtosis and skewness (coefficients of normality) with the standard error (S.E.), falling within the range of 1.96 to -1.96, thus indicating the normality of data (Malhotra & Dash, 2009). Moreover, in experience had a mean of 11.85, the size of business and income (million baht per the results of the widely followed tests of normality, Shapiroe-wilk, Kolmogorove-smirnov test were used to determine the normality test and it was satisfactory with a p-value of more than 0.05 for each item (Razali & Wah, 2011; Shapiro & Wilk, 1965). The results of normality tests are presented in Table 3.

Table 3. *Mean, Standard Deviation, Skewness, Standard Error, Kurtosis, and Standard Error*

			Sample (n=411)			
Code	**Mean**	**S.D.**	**Skewness**	**S.E.**	**Kurtosis**	**S.E.**
IM1	2.90	0.98	-0.05	0.12	-0.28	0.24
IM2	2.89	0.99	0.23	0.12	-0.36	0.24
IM3	3.00	1.02	0.09	0.12	-0.46	0.24
IM4	2.93	1.08	0.01	0.12	-0.65	0.24
IM5	3.04	0.96	0.09	0.12	-0.10	0.24
IM6	2.96	1.05	0.22	0.12	-0.40	0.24
IM7	3.05	1.02	0.04	0.12	-0.48	0.24
M7	2.96	1.01	0.06	0.12	-0.43	0.24
IM8	2.91	1.00	-0.05	0.12	-0.23	0.24
IS1	3.04	0.93	-0.07	0.12	-0.07	0.24
IS2	2.96	1.06	-0.06	0.12	-0.45	0.24
IS3	2.93	0.96	0.08	0.12	-0.08	0.24
IS4	2.96	0.96	0.15	0.12	-0.23	0.24
IS5	2.97	0.96	0.21	0.12	-0.33	0.24
IS6	2.95	0.95	-0.08	0.12	-0.08	0.24
IS7	2.90	0.98	-0.05	0.12	-0.28	0.24
IS8	2.93	0.95	-0.01	0.12	-0.06	0.24
IS9	3.03	0.97	0.13	0.12	-0.30	0.24
IS10	2.98	1.01	-0.03	0.12	-0.37	0.24
II1	3.20	1.04	0.17	0.12	-0.62	0.24
II2	3.31	1.12	-0.10	0.12	-0.81	0.24
II3	3.21	1.02	-0.19	0.12	-0.49	0.24
II4	3.14	1.04	0.01	0.12	-0.58	0.24
II5	3.20	1.09	-0.10	0.12	-0.51	0.24
II6	3.15	1.06	-0.12	0.12	-0.43	0.24
II7	3.30	1.08	-0.14	0.12	-0.40	0.24
II8	3.26	0.98	-0.09	0.12	-0.30	0.24
II9	3.27	0.99	-0.12	0.12	-0.13	0.24
IC1	3.18	1.04	-0.14	0.12	-0.36	0.24
IC2	3.13	0.96	-0.10	0.12	-0.07	0.24
IC3	3.18	0.97	-0.12	0.12	-0.11	0.24

4.Results

The research finding will be represented in the main sections of the confirmatory factor analysis that was used to confirm the reliability of the measurement of the four components of TLC in Table 6. After cutoff, the items IS1/3/4/5 and IM8 are shown in Table 10. Afterward the comparison of mean scores of both the expected (or future) transformational leader competency and mean scores of current transformational leader competency were tested with the mean difference with paired t-test as presented in Table 12 to identify the future TLC for the food industry.

4.1 General Information of CEO of SMEs

General Information of CEOs of SMEs revealed that working years at the supervisor level had a mean duration of 15.35 years, the number of projects year) had a mean of 1,502 million baht, and the number of events used for change management in the past 10 years was with a mean of 6.5 events, as shown in Table 4.

Table 4. *General Information of CEOs of SMEs*

General Information of CEOs of SMEs	max	min	mode	median	mean
1. Working years at the supervisor level	30	5	15	15	15.35
2. The number of projects in experience	30	2	8	8	11.85
3. Size of business and income (million baht per year)	10000	0.5	400	165	1,502
4. Number of events used for change management in the past 10 years	17	2	3	5.5	6.5

4.2 The Third Round of Delphi Technique Results

The third round of the Delphi technique was determined in terms of Median, Quartile Range, and Coefficient of Variation (CV) or Relative Standard Deviation (RSD) and shown in Table 5.

Table 5. *Median, Quartile Range, and Coefficient of Variation*

	Sample (n=411)		
Code	**Median**	**Quartile Range**	**Coefficient of Variations**
IM1	5.0	1.0	0.13
IM2	4.0	0.3	0.17
IM3	5.0	1.0	0.15
IM4	5.0	1.0	0.11
IM5	4.0	1.0	0.11
IM6	4.5	1.0	0.12
IM7	4.0	1.0	0.11
IM8	5.0	1.0	0.13
IS1	5.0	1.0	0.11
IS2	5.0	1.0	0.13
IS3	4.5	1.0	0.11
IS4	5.0	1.0	0.11
IS5	4.0	1.0	0.11
IS6	5.0	1.0	0.11
IS7	4.5	1.0	0.11
IS8	5.0	1.0	0.11
IS9	4.0	1.0	0.11
IS10	5.0	1.0	0.11
II1	4.0	1.0	0.15
II2	4.0	0.3	0.16
II3	5.0	0.0	0.09
II4	4.0	1.0	0.11
II5	4.0	1.0	0.11
II6	4.5	1.0	0.12
II7	4.0	1.0	0.11
II8	4.0	1.0	0.11
II9	4.5	1.0	0.12
IC1	4.0	0.3	0.17
IC2	4.5	1.0	0.14
IC3	5.0	0.0	0.09

4.3 Confirmatory Factor Analysis Results

Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. CFA allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists. It is used to test whether measures of a construct are consistent with a researcher's understanding of the nature of that construct (or factor). As such, the objective of confirmatory factor analysis is to test whether the data that was collected in this study fits the hypothesized measurement model of TLC that was identified by a above study of the researcher that was conducted with the Delphi technique. The result of the confirmatory factor analysis Rotated Component Matrix[a] of TLC was presented in Table 6.

The finding of this research showed that II (Component 1) was measured by II5, II2, II1, II4, II7, II8, II3, II9, and II6; IM (Component 2) was measured by IM4, IM2, IM1, IM3, IM5, IM7, and IM6; IS (Component 3) was measured by IS10, IS8, IS9, IS7, IS6, and IS2; and IC (Component 4) was measured by IC1, IC3, and IC2.

Table 6. *Rotated Component Matrix[a] of TLC*

Code	Component			
Item	Component 1	Component 2	Component 3	Component 4
II5	.790	.177	.145	.159
II2	.784	.172	.188	.078
II1	.783	.285	.140	.126
II4	.763	.233	.222	.057
II7	.734	.194	.251	.156
II8	.719	.212	.235	.347
II3	.717	.274	.211	.225
II9	.683	.201	.265	.398
II6	.674	.197	.098	.225
IM4	.235	.802	.206	.056
IM2	.165	.777	.235	.217
IM1	.226	.750	.250	.135
IM3	.223	.721	.072	.320
IM5	.322	.668	.215	.196
IS3	.276	.619	.439	.015
IM7	.135	.608	.409	.234
IM6	.297	.600	.323	.139
IS4	.350	.575	.361	.162
IS5	.232	.550	.451	.223
IM8	.239	.512	.452	.357
IS10	.168	.268	.785	.215
IS8	.399	.184	.750	.074
IS9	.307	.380	.633	.131
IS7	.237	.426	.631	.236
IS6	.114	.479	.577	.206
IS2	.312	.400	.513	.184
IS1	.254	.450	.481	.390
IC1	.276	.232	.230	.805
IC3	.343	.303	.188	.706
IC2	.420	.282	.269	.686

N.B. Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

After the confirmatory factor analysis was analyzed, the result in Table 6 shows that the constructed items in 4 components of 1) Inspirational Motivation (IM) is measured by 7 items of IM4, IM2, IM1, IM3, IM5, IS3, and IM7, 2) Intellectual Stimulation (IS) is measured by 6 items of IS4, IS5, IM8, S10, IS8, and IS9, 3) Idealized Influence (II) is measured by 8 items of II5, II2, II1, II4, II7, II8, II3, II9, and II6, and 4) Individual Consideration (IC) is measured by 3 items of IC1, IC3, and IC2. These are verified to use TLC of 4 components or factors as shown in Table 6.

There is still high cross-loading for IS1 (it is loaded in IS dimension at 0.498 but still loaded in IM dimension at 0.434), then we considered the cutoff of this variable. Additionally, the reliability test after cutoff IS1 in addition to IS3/4/5 and IM 8 was 0.960, the result of the cutoff of 1 more loading item resulted in the reduction of only 0.002 using Cronbach's Alpha Reliability Test. This also supports the parsimonious model as presented in Table 7.

Table 7. *The selected items and the cutoff items*

	No. of Items	**The cutoff items**	**The selected items**
Inspirational Motivation (IM1 to 8)	8	1 (IM8)	7
Intellectual Stimulation (IS1 to 10)	10	4 (IS1/3/4/5)	6
Idealized Influence (II1 to 9)	9	0	9
Individual Consideration (IC1 to 3)	3	0	3
Total	30	5	25

However, the reliability test after cutoff IS3/4/5 and IM 8 was 0.962, the result of the cutoff of those 4 cross-loading items resulted in the reduction of only 0.006 in Cronbach's Alpha Reliability Test.

This supports the parsimonious model which prescribes a simple model with great explanatory predictive power. It explains data with a minimum number of parameters, or predictor variables. "The idea behind parsimonious models stems from Occam's Razor, or "the law of briefness" (sometimes called lex parsimoniae in Latin). The law states that one should use no more "things" than necessary; In the case of parsimonious models, those "things" are parameters. Parsimonious models have optimal parsimony or just the right number of predictors needed to explain the model well."

These altogether 25 items were assigned to 4 components or factors to explain the "Concept of Transformation Leadership Competency (TLC) in the food industry of Thailand". This has a cumulative total variance explained of 69.725% which is considered higher than using 30 items in the analysis as shown in Table 8.

Table 8. *Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total	% of Variance	Cumulative %
II5	12.827	51.307	51.307	12.827	51.307	51.307	6.150	24.601	24.601
II2	2.357	9.428	60.735	2.357	9.428	60.735	4.913	19.652	44.253
II1	1.134	4.538	65.273	1.134	4.538	65.273	3.728	14.911	59.164
II4	**1.113**	4.451	**69.725**	1.113	4.451	69.725	2.640	10.561	69.725
II7	**.771**	3.083	72.808						
II8	.692	2.766	75.574						
II3	.612	2.447	78.021						
II9	.554	2.217	80.238						
II6	.537	2.150	82.387						
IM4	.482	1.929	84.316						
IM2	.450	1.799	86.115						
IM1	.407	1.628	87.743						
IM3	.372	1.490	89.233						
IM5	.346	1.385	90.618						
IM7	.325	1.302	91.920						
IM6	.305	1.221	93.141						
IS10	.274	1.098	94.238						
IS8	.246	.982	95.220						
IS9	.227	.909	96.129						
IS7	.212	.847	96.976						
IS6	.183	.732	97.708						
IS2	.166	.666	98.374						
IC1	.152	.607	98.982						
IC3	.136	.545	99.527						
IC2	.118	.473	100.000						

Extraction Method: Principal Component Analysis and Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.935, the value is considered highly acceptable since the value of KMO should not be less than 0.800 as shown in Table 9, Dodge, (2008). The Concise Encyclopedia of Statistics. Springer, and Vogt, (2005). Dictionary of Statistics & Methodology: A Nontechnical Guide for the Social Sciences. New York: SAGE.

Table 9. *KMO and Bartlett's Test*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.935
Bartlett's Test of Sphericity	Approx. Chi-Square	8301.165
	df	300
	Sig.	.000**

*N.B. * means statistically significant level of 0.05.*

*** means statistically significant level of 0.01.*

Finally, the results of CFA of TLC can be concluded into 4 components or factors where II factor is verified by II1, II2, II5, II4, II7, II3, II8, II9, and II6; IM factor is confirmed by IM2, IM4, IM1, IM3, IM5, IM6, and IM7; IS factor is approved by IS10, IS8, IS9, IS7, IS6, and IS2; and IC is validated by IC1, IC3, and IC2. Principal Component Analysis (PCA) was utilized to confirm each variable conformity. These results were shown in Table 10.

Table 10. *Rotated Component Matrix*[a]

	Components			
	Component 1	**Component 2**	**Component 3**	**Component 4**
II1	**.795**	.280	.132	.119
II2	**.789**	.160	.188	.084
II5	**.788**	.169	.146	.170
II4	**.772**	.214	.210	.067
II7	**.728**	.179	.262	.177
II3	**.722**	.258	.198	.237
II8	**.715**	.205	.238	.358
II9	**.670**	.199	.277	.416
II6	**.664**	.200	.106	.241
IM2	.175	**.791**	.251	.194
IM4	.231	**.780**	.241	.078
IM1	.238	**.764**	.261	.111
IM3	.215	**.735**	.114	.310
IM5	.330	**.662**	.225	.195
IM6	.314	**.610**	.322	.110
IM7	.148	**.610**	.420	.204
IS10	.170	.267	**.802**	.207
IS8	.406	.176	**.758**	.067
IS9	.309	.361	**.646**	.147
IS7	.236	.411	**.644**	.247
IS6	.109	.463	**.602**	.223
IS2	.319	.381	**.506**	.199
IC1	.267	.230	.227	**.810**
IC3	.329	.293	.191	**.731**
IC2	.415	.272	.261	**.697**

Extraction Method: Principal Component Analysis and Rotation Method: Varimax with Kaiser Normalization,

a. Rotation converged in 7 iterations.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.935, and the value is considered highly acceptable since the value of KMO should not be less than 0.800 as shown in Table 11, Dodge, (2008). The Concise Encyclopedia of Statistics. Springer, and Vogt, (2005). Dictionary of Statistics & Methodology: A Nontechnical Guide for the Social Sciences. New York: SAGE.

Table 11. *KMO and Bartlett's Test*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.897
Bartlett's Test of Sphericity	Approx. Chi-Square	1815.628
	Df	21
	Sig.	.000**

*N.B. * means statistically significant level of 0.05.*
*** means statistically significant level of 0.01.*

4.4 Model of TLC

Afterward, the verification model of TLC was analyzed by the LISREL program version 8.0. The result was presented in Figure 1. TLC was fitted by II, IM, IS, and ID. The result of Chi-square/df is 1.942, p-value is 0.000 and RMSEA is 0.048. These values considered the following criteria Chi-square/df = or less than 5, p-value is less than 0.05 and RMSEA is less than 0.05.

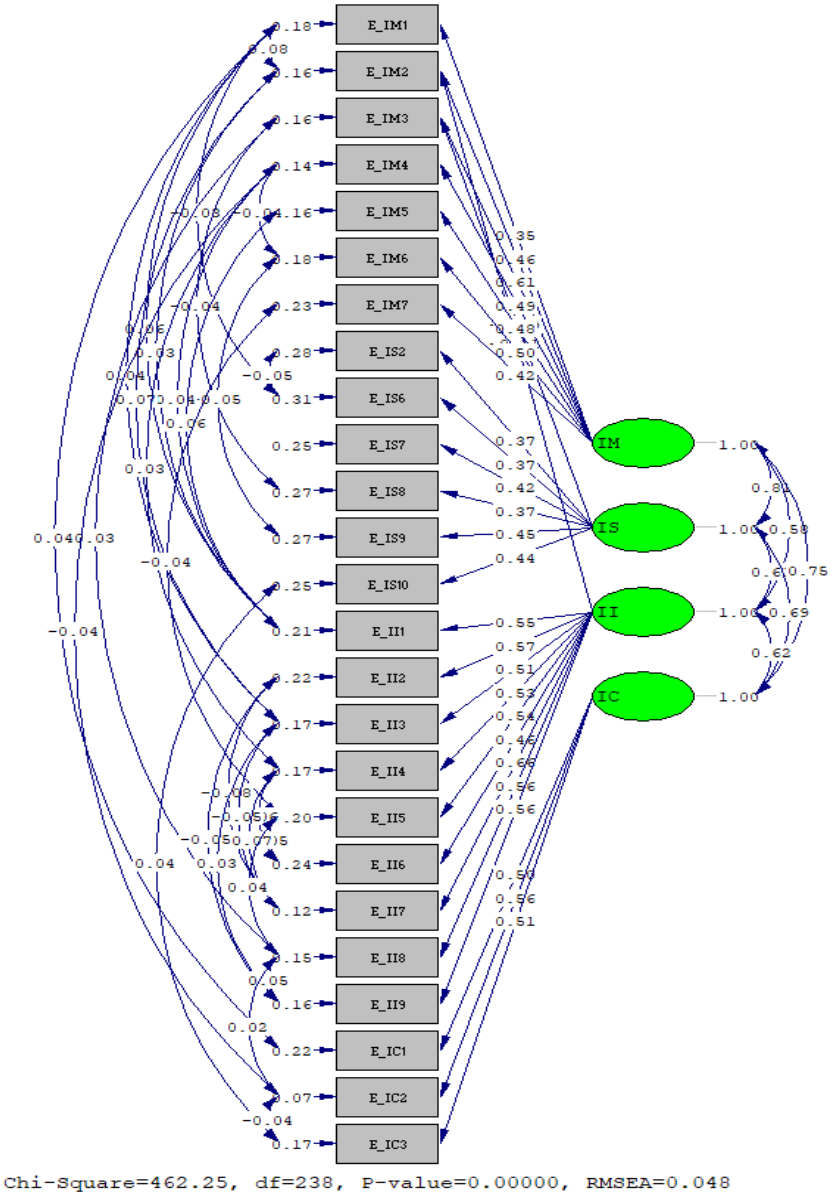

Figure 1. *Verification Model of TLC was verified by II, IM, IS and IC.*

4.5 Comparison between Current and Expected (or Future) Transformational Leader Competency

After the confirmatory factor analysis was analyzed, the result in Table 7 shows that the constructed items in 4 aspects of 1) Inspirational Motivation (IM), 2) Intellectual Stimulation (IS), 3) Idealized Influence (II), and 4) Individual Consideration (IC) are verified to use TLC development for 411 CEOs in this study. Therefore, after the development was implemented, the mean scores of expected (or future) transformational leader competency should be higher than before development was taken as following.

The Paired t-test or Paired sample t-test or Dependent t-test was employed for data analysis between mean scores of current transformational leader competency and mean scores of expected (or future)) transformational leader competency by testing the set hypothesis with $H_0 : \bar{X}_1 = \bar{X}_2$, $H_1 \bar{X}_1 \neq \bar{X}_2$. This research was conducted on a 1-sample t-test to assess the difference between a sample mean and by the null hypothesis and the alternative hypothesis. A paired t-test takes paired observations (like before and after) and subtracts one from the other.

The result of the t-test is that the mean scores of expected (or future) TLC are higher than the mean scores of current TLC. This leads to accepting the alternative hypothesis (H_1) and rejecting the null hypothesis (H_0). This indicated that the expected (or future) transformational leader competency is more effective than current transformational leader competency in the 4 factors of 1) Inspirational Motivation (IM), 2) Intellectual Stimulation (IS), 3) Idealized Influence (II), and 4) Individual Consideration (IC) as shown in Table 12.

Table 12. *Comparison of Mean Scores of current transformational leader competency and expected (or future) transformational leader competency in 4 aspects of IM, IS, II, and IC*

Inspirational Motivation (IM)	**Mean ($\bar{X}$)**	**S.D.**	**t**	**df**	**Sig. (0.0.5)**
expected (or future) transformational leader competency	3.3747	0.9617	8.8987	410	0.0000
current transformational leader competency	2.9644	0.6698			
Intellectual Stimulation (IS)	Mean ($\bar{X}$)	S.D.	t	df	Sig. (0.0.5)
expected (or future) transformational leader competency	3.4915	0.9579	11.6532	410	0.0000
current transformational leader competency	2.9655	0.5898			
Idealized Influence (II)	Mean ($\bar{X}$)	S.D.	t	df	Sig. (0.0.5)
expected (or future) transformational leader competency	3.6229	0.9721	7.5826	410	0.0000
current transformational leader competency	3.2263	0.7358			
Individual Consideration (IC)	Mean ($\bar{X}$)	S.D.	t	df	Sig. (0.0.5)
expected (or future) transformational leader competency	3.3747	0.9715	4.421	410	0.0000
current transformational leader competency	3.1679	0.7921			

N.B. Number of sample=411, Statistically significant level =0.05

The finding revealed that the mean scores of expected (or future) transformational leader competency in 4 aspects 1) Inspirational Motivation (IM), 2) Intellectual Stimulation (IS), 3) Idealized Influence (II), and 4) Individual Consideration (IC) are higher than the mean scores of current transformational leader competency with the statistically significant level of 0.00 which is lower than 0.05. Therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted. This indicated that the expected (or future) transformational leader competency in 4 components (factors) of 1) Inspirational Motivation (IM), 2) Intellectual Stimulation (IS), 3) Idealized Influence (II), and 4) Individual Consideration was better than before development was taken. However, the raw data were checked for normal distribution by considering kurtosis and skewness values before the paired t-test was analyzed.

5. Discussion

Organizational transitional management in food industry companies is a current situation in the global food product competition that is unavoidable. Different studies have indicated that the success of food industry companies in Thailand also required highly effective TLC to achieve organizational accomplishment. However, no direct study has yet been done on the transition of food industry companies. This study is implemented to determine the TLC of CEOs in the food industry in Thailand. In addition, confirmational of the components or factors that have been revealed from the qualitative research was conducted with the Delphi technique that was implemented with 20 experts in the food industry company in Thailand. The finding about effective TLC from the Delphi technique was 30 items that were categorized into 4 factors. Furthermore, to confirm the components or factors, CFA was employed to verify all those 30 items to classify into 4 components or factors, after deleting the 1 (IM8), and 4 (IS1/3/4/5). Therefore, the remaining 25 items were used to test the mean score of expected (future) TLC and current TLC. The results of this research indicated that it was needed to delete item IM8 of IM, and rearrange the items IM2, IM4, IM1, IM3, IM5, IM6, and IM7 to be in the IM factor, which is correctly predictable for IM factor as shown in Table 10. This is congruent to the study of Bass,1990 & Bass, 2008, which revealed that leaders behave in the direction of intrinsic motivational inspiration and challenge their followers. Leaders should stimulate the vital team spirit of followers to express their enthusiasm with a positive attitude and positive thinking. Moreover, leaders make the followers experience a beautiful vision of the future and leaders create and convey hope clearly with self-dedication and commitment to common goals and visions (Abbas, & Asghar, 2010, & Addai, et al., 2019).

However, it is also required to delete II6 of the factors and it is needed to rearrange the items II1, II2, II5, II4, II7, II3, II8, II9 to be in II factor, which is more obviously acceptable to confirm II factor as shown in Table 10. This comports with the study of various researchers which illustrated leaders who behave as a prototype or role model for followers (Mittal & Dhar, 2015, Shafi et al, 2020, & Mbindyo et al., 2021). Effective leaders will be praised, faithed, trusted and respected; moreover, they will be recognized and feel honored to work together. The followers will try to perform like the leaders to achieve these attributes. However, leaders should have correct visions and regularly transferring competences, so they are able to control their emotions in critical situations. Additionally, they have high morals and good ethics, are consistently disciplined to avoid conflict of interest, and behave to make benefit for others and groups. They also express their intellect (Flavia et al., 2012 & Mbindyo et al., 2021). Thus, the IC factor is perfectly confirmed by IC1, IC3, and IC2. This is pertinent to the study of Xiao-Hua and Jane (2012) who identified that leaders have relationships relating to a person as a leader to provide individualized care and attention to followers and to make followers perceive self-value and self-importance by acting as a coach and advisor to develop

followers. Leaders will pay special attention to the needs of the individual for the achievement and growth of each person. Leaders will develop the potential of followers and colleagues to achieve a higher level. In addition, the leaders will treat the followers by giving them the opportunity to learn new things by creating a supportive atmosphere by considering the differences between individuals in terms of needs and requirements (Xiao-Hua & Jane, 2012).

The result of the research has been executed to validate the TLC of 4 factors that are confirmed by CFA conduction for the expected future effective TLC for food industry companies in Thailand. This result is congruent with the studies of Bass (1990), Bass (2008), Shafi et al (2020), Xiao-Hua and Jane (2012), and Mbindyo et al., (2021). These studies revealed that II, IM, IS, and IC can measure TLC. Afterward, TLC Model has verified the prediction of the 4 components of II, IM, IS, and IC; thus, the result points out that II plays the most influence on TLC, and subsequent influencers were IM, IS, and IC. Then, the Paired t-test was used to test for statistical significance at the level of 0.05. The data analysis between mean scores of current TLC and mean scores of expected (or future) TLC was examined by testing the set hypothesis with $H_0 : \bar{X}_1 = \bar{X}_2$, $H_1 \bar{X}_1 \neq \bar{X}_2$. The finding showed that the expected (or future) TLC is more effective than the current TLC which covers the 4 factors of 1) Inspirational Motivation (IM), 2) Intellectual Stimulation (IS), 3) Idealized Influence (II), and 4) Individual Consideration (IC) as shown in Table 8. The result is pertinent to several studies by Bass, 1990 and Bass, 2008, Abbas and Asghar, 2010, Xiao-Hua and Jane, 2012, Flavia, et al., 2012, Addai et al., 2019, and Mbindyo et al., 2021. Therefore, the conclusion can be summarized that the 4 factors of TLC can predict the success of food SMEs in Thailand and be able to lead a company to compete with other food companies at the regional and global levels.

6. Conclusion and recommendation

As far as the recommendation for future research is concerned, this research focuses only on leadership and human resource development. Other management dimensions such as visions, goals, organizational structure, and job design should be considered as well. In addition, from the research model, we propose the organizational innovation component factor as a mediator, perhaps there are other factors mediating management approach to sustainable competitive advantage in food production at all levels in the world.

Declaration of competing interest
None

Reference

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