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Transformational Leadership, Ethical Behavior, and the Performance of Logistics Organizations in Thailand

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Walden University
2021

Abstract

Transformational Leadership, Ethical Behavior, and the Performance of Logistics

Organizations in Thailand

by

Phanrajit Havarangsi

MPhil, Walden University, 2019

MSc, University of Huddersfield, 2006

BBA, Thammasat University, 2002

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

February 2021

Abstract

There is a need to improve Thailand's logistics organizations' ethical behavior to achieve higher economic performance. Thailand risks falling behind international logistics performers if its logistics leaders do not implement the ethical behavior needed to create a national logistics nexus. The specific problem is that poor ethical behavior is culturally accepted in Thai logistics companies. The purpose of this quantitative correlational study was to examine the relationship between the independent variable of transformational leadership with the intervening variable of ethical behavior and the dependent variable of organizational performance. Three research questions were used to investigate the direct impact of the independent on the intervening variable, the direct impact of the intervening on the dependent variable, and the mediating effect of the intervening variable on the link between the independent and dependent variables. Useful responses on questionnaires were provided by 520 department managers from 581 Thai logistics organizations. Relationships between the variables were tested using multiple regression and path analysis. Study results showed that transformational leadership affected ethical behavior significantly, that ethical behavior substantially affected organizational performance. The mediating impact of ethical behavior on the link between transformational leadership and organizational performance was significant. This study's results may contribute to positive social change by raising awareness of ethical issues endemic to Thailand, such as corruption. Improved ethical behavior may help Thai logistics organizations enhance their performance and help employees improve human relations for the benefit of a personal and familial level that could extend to the broader Thai society.

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Chapter 1: Introduction to the Study

The purpose of this study is to develop a better understanding of the relationship between the transformational leadership style of leading logistics managers in Thailand, ethical behavior, and organizational performance. Investigating the relationships among the three constructs may contribute to enhancing the performance of logistics companies in Thailand (Dansomboon et al., 2016). Assuming that performance improvement must first be triggered by behavioral change, transformational leadership is a foundational and effective starting point for guiding such a change (Bass, 1985).

The body of literature on transformational leadership has grown substantially in the past three decades. Few researchers have focused on the efficacy of transformational leadership in the context of the logistics sector in Thailand, even though there is a need for it (Akaraborworn & Sritanyarat, 2017). The scant extant research on this particular topic points to the necessity of improving the skill sets of senior logistics managers.

"Transformational leadership" refers most notably to leaders' motivational skills and ability to instill ethical behavior in their employees, a much-needed step toward ensuring better quality management practices. As noted by Dansomboon et al. (2016), if Thailand's logistics sector falls short of successfully promoting ethical conduct within their organizations, unwanted consequences could undermine their competitiveness, exposing them to the risk of falling behind their international competitors. One such anticipated consequence would be the failure to bring to full completion the country's ambitious national infrastructure plan, widely seen as essential for the betterment of logistics services in Thailand (Kersten et al., 2015).

Chapter 1 includes the following sections: background of the study, problem statement, purpose of the study, research questions, and hypotheses. Because this is a quantitative study, a discussion on the theoretical foundations of the research is offered. The next sections focus on the nature of the study; the definitions of the terms used; description of various assumptions; and the scope, delimitations, and limitations of this study. Chapter 1 concludes with a discussion of the significance of the study, in particular its contribution to theory, practice, and positive social change.

Background of the Study

This study was rooted in the seminal work of Bass (1985) on the transformational leadership style and its impact on leader-follower relations. Bass identified four dimensions that act as catalyzers in the transformational leadership process: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. Given the tremendous structural changes within Thailand's logistics industry, Bass's theory is relevant to research concerning this sector. Bunnoiko and Atthirawong (2017) noted that while there is much research on leadership in the logistics industry in general, little and limited empirical research addresses the impact of transformational leadership on employees specifically in Thai logistics companies. Among other findings, Bunnoiko and Atthirawong have identified the need for improved visionary leadership in the logistics industry as a means to face the twenty-first century's challenges and largely unpredictable business environment.

The purpose of this study is to focus on the anticipated links among transformational leadership, ethical behavior within organizations, and improved

organizational performance. As demonstrated by previous research (Bass, 1985; Bunnoiko and Atthirawong, 2017), transformational leadership could help to instill ethical behavior in employees, which in turn could improve the overall performance of an organization. Several studies have highlighted the potential organizational benefits of this relationship. Thankdenchai et al. (2018) found that the transformational style of leadership is especially useful for senior managers when updating knowledge and identifying the best ethical standards for improving organizational performance. Goebel and Weißenberger (2017) identified an indirect relationship between ethical working conditions within an organization and its performance; an ethical work climate in large organizations can yield higher financial profits if enabled by informal controls. Waldman et al. (2017) identified the primary trait of successful ethical leaders as the desire to inspire ethical behavior among their followers. These findings are at the core of the present study, as they synthesize the leadership traits managers should demonstrate if they are to improve both the ethical behavior of employees and the performance of the organization.

Few extant transformational leadership studies focus on the logistics industry in Thailand (Akaraborworn & Sritanyarat, 2017); this fact is unexpected, because leading managers in the national logistics sector could use their leadership skills to improve the ethical behavior of employees and thus achieve better performance. Bunnoiko and Atthirawong (2017) in particular have urged scholars to address this research gap. If Thailand wants to be competitive in the logistics sector against companies from abroad, it must improve the low ethical standards that plague the industry (Dansomboon et al.,

2016). Such change is also required if Thailand wants to contribute successfully to both national and international infrastructure projects, such as the Chinese-led "Belt and Road" initiative (BRI) (Kersten et al., 2015). The transformational leadership style has great potential for guiding senior logistics managers towards motivating ethical employee behavior and moving their organizations towards better performance during the process of change (Bass, 1985). Given this, it is important to determine the effects of improved ethical behavior on Thailand's logistics organizations in the areas of both organizational performance and (b) customer satisfaction.

Problem Statement

The prime minister of Thailand has called for the country to be transformed into a regional logistics hub by 2022 (Renliang, 2016). Turning the nation into a logistics hub would require Thailand to be classified as "logistics-friendly" by the World Bank, which necessitates a minimum Logistics Performance Index score of 3.50 by the year 2022 (World Bank, 2018a). The difficulty of achieving a higher logistics ranking correlates to the broader problem of Thailand's continued classification as a developing nation; the country's leaders want to improve Thailand's world economic position (World Bank, 2018b), and becoming a regional transport hub is a key step toward that goal. Unfortunately, from 2014 to 2018, Thailand's Logistics Performance Index score actually declined slightly, from 3.43 to 3.41 (World Bank, 2018b).

The general research problem is that Thailand risks falling behind other national logistics performers if its logistics leaders fail to implement the ethical behavioral standards needed for the creation of a national logistics nexus. Thailand risks not only

falling further behind the world's top logistics performers, such as the United States, Germany, and the United Kingdom, but also of trailing regional competitors such as Singapore and Malaysia (Chhetri et al., 2018). Thailand's Board of Investment has promoted the country's role as the logistics nexus of Southeast Asia as part of the more significant initiative to achieve the economic phase of "Thailand 4.0" (Kersten et al., 2015).

The specific research problem is that low ethical behavior standards have long been accepted in Thailand's logistics sector (Muenjohn & McMurray, 2017). These standards must be raised if the industry is to contribute to an improvement in the country's overall economic performance, as per the prime minister's goals (Akaraborworn & Sritanyarat, 2017; Dansomboon et al., 2016; Muenjohn & McMurray, 2017). A high degree of self-dealing and favoritism in Thailand's national logistics organizations compares favorably to Western logistics companies, creating a negative connotation (Muenjohn & McMurray, 2017). Focusing on international logistics organizations instead of on national companies would yield different results when determining ways to improve ethical behavior (Muenjohn & McMurray, 2017). There is a call for more studies addressing the research gap on how transformational leadership affects the ethical behavior of employees in this sector (Akaraborworn & Sritanyarat, 2017; Bunnoiko & Atthirawong, 2017). The research gap exists because it remains necessary to improve ethical behavior in Thailand's logistics organizations in order to achieve better competitiveness of the industry. The fact that logistics leaders do not use

transformational leadership to improve ethical behavioral standards in their organizations is at the core of this study.

Purpose of the Study

The purpose of this quantitative nonexperimental correlational study was to correlate transformational leadership with ethical behavior and ethical behavior with organizational performance in the context of Thailand's logistics industry. Transformational leadership was the independent variable in four dimensions. Ethical behavior was the mediating intervening variable in four dimensions. Organizational performance was the dependent, controlling variable in two dimensions (Vogt & Johnson, 2011). The study built on Bass's (1985) transformational leadership theory. I intend to survey the professional body of managers selected from 234 national logistics companies that are members of Thailand's Transportation and Logistics Organization.

The independent variable transformational leadership represents a style or a form of leadership that provides support and stimulates followers' creativity, offering them both a role model and a vision to follow. Transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). The idealized influence dimension is particularly significant; leaders use it to affect follower behaviors by setting moral standards (Northouse, 2007). The dependent variable organizational performance generally refers to the actual output or results produced by an organization, measured against their intended outputs, goals, and objectives (Richard et al., 2009). As a mediating variable, ethical behavior refers to an openly visible behavior that communicates the

moral values of a society, such as professional impartiality, integrity, or honesty (Javed et al., 2018). Simons's behavioral integrity (BI) scale (Simons et al., 2007) is useful for assessing ethical behavior.

Research Questions and Hypotheses

To achieve the purpose of the study, I designed the following three research questions, each of which were answered with three pairs of hypotheses (i.e., null and alternate).

RQ1: What is the direct effect of each of the four dimensions of transformational leadership on the two dimensions of ethical behavior separately in Thai logistics organizations?

$H_0$1: There is no direct effect of the four dimensions of transformational leadership separately on the two dimensions of ethical behavior separately in Thai logistics organizations as measured by quantitative survey instruments.

H_a1: There is a direct effect of the four dimensions of transformational leadership separately on the two dimensions of ethical behavior separately in Thai logistics organizations as measured by quantitative survey instruments.

RQ2: What is the direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations?

$H_0$2: There is no direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

H_a2: There is a direct effect of the two dimensions of ethical behavior separately

on the two dimensions of organizational performance separately in Thai logistics

organizations as measured by quantitative survey instruments.

RQ3: Do the two dimensions of ethical behavior separately mediate the effect of

transformational leadership as a composite across its four dimensions on the two

dimensions of organizational performance separately in Thai logistics organizations?

$H_0$3: The two dimensions of ethical behavior separately do not mediate the effect

of transformational leadership as a composite across its four dimensions on the

two dimensions of organizational performance separately in Thai logistics

organizations as measured by quantitative survey instruments.

H_a3: The two dimensions of ethical behavior separately do mediate the effect of

transformational leadership as a composite across its four dimensions on the two

dimensions of organizational performance separately in Thai logistics

organizations as measured by quantitative survey instruments.

For purpose of the research question, the four dimensions of transformational leadership

are idealized influence, inspirational motivation, intellectual stimulation, and

individualized consideration; the two dimensions of ethical behavior are hypocrisy and

credibility; and the two dimensions of organizational performance are financial

performance and customer satisfaction.

Theoretical Foundation

Several studies focus on how the normative, transformational theory of leadership

can determine the leadership traits necessary for managing businesses (e.g., Para-

González et al., 2018). Most of the proposed attributes of these theories are directly applicable to the structure of logistics organizations. The main contribution to the theory comes from Bass (1985), who posited that motivation could be inspirational and could be used along with intellectual stimulation and the consideration of each employee's traits to exercise an idealized influence. Bass elaborated on the concept of transforming leadership, which he proposed as a useful tool for managers to boost employee motivation and performance, stressing above all the impact of transformational leadership as a driver for ethical behavior at all levels of an organization. According to Bass, the transformational leadership theory is ideally suited to teach employees a desirable form of behavior. Once employees adopt the targeted behavior, the firm's performance will improve, and the company will be better positioned to achieve its objectives and goals (Bass, 1985). Applied to the context of Thailand's logistics companies, this means that employees can adapt the targeted behavior to their specific skill sets.

A significant contribution to an understanding of ethical behavior is Simons's (1999) theory of behavioral integrity. Simons's theory focuses on the consistency between a person's words and actions over a longer period. Simons identified two dimensions to behavioral integrity: hypocrisy and credibility. These dimensions do matter to employees in Thai logistics organizations, as they indicate whether (and to what extent) employees have learned the new expected behavior.

This study uses organizational performance in correlation with ethical behavior in Thai logistics organizations to determine whether and to what extent employees' ethical behavior affects the performance of said companies. Organizational performance refers to

the produced organizational results measured against expectations (Richard et al., 2009).

I used two dimensions to measure organizational performance: financial performance and

customer satisfaction (Farris et al., 2010).

Figure 1

A Theoretical Framework of the Relationship between the Variables of Transformational

Leadership, Ethical Behavior, and Organizational Performance.
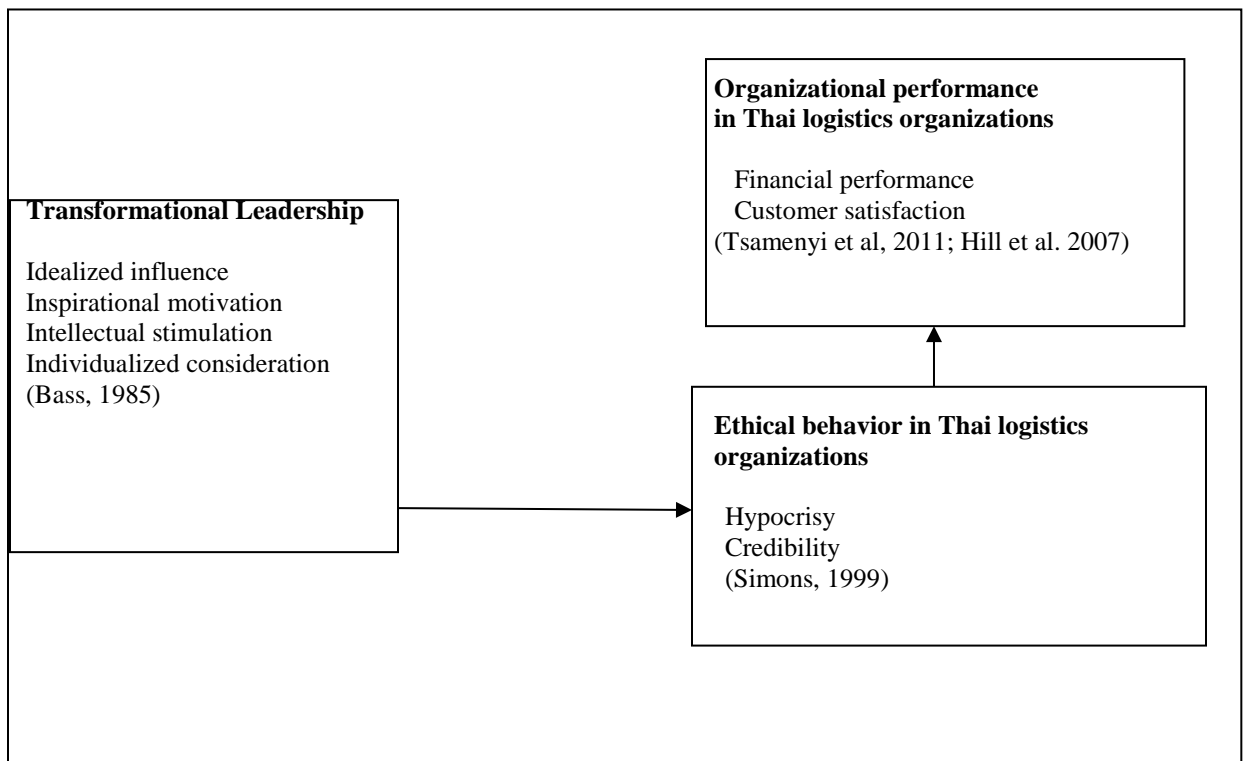
In Figure 1, I summarized the relationships between the variables and presented

the visual design of the theoretical framework, which displayed the direct and indirect

interdependence of the three main variables. As applied to Thailand's logistics sector, this

means that transformational leadership, as the independent variable in this study, may

affect the mediating intervening variable, ethical behavior of employees. Ethical

behavior, in turn, may have an impact on the controlling dependent variable, the performance of said logistics organizations.

Nature of the Study

This study used a quantitative method and a nonexperimental correlational design (Vogt & Johnson, 2011). I used path analysis to analyze the data (Vogt & Johnson, 2011). Many researchers consider path analysis useful because it provides the most complete information about relationships between variables (MacKinnon et al., 2000). Path analysis allows the researcher to identify a causal order of the paths of effects (Albert et al., 2019). With regard to the three research questions mentioned above, each includes three variables. As the independent variable, transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. As the mediating variable, ethical behavior affects the path from transformational leadership to organizational performance—the dependent variable in this study. The independent variable, transformational leadership, affects organizational performance; ethical behavior, the mediating variable, simultaneously influences the outcome. A number of researchers have stressed the impact of transformational leadership on ethical behavior (Hoch et al., 2018; Muenjohn et al., 2017; Northouse, 2007). Nevertheless, few studies have explored this relationship in the context of Thai logistics organizations (Laohavichien et al., 2011).

To collect data, I used a common survey questionnaire for this study. I provided findings from the survey in numerical values, thus offering precise means of measurement (Lund, 2012). The components of the questionnaire included the

multifactor leadership questionnaire developed by Avolio and Bass (1995), Simons's BI scale (Simons et al., 2007), Tsamenyi's financial performance measurement scale (Tsamenyi et al., 2011), and Hill's international customer satisfaction survey for ISO 9000:2000 (Hill et al., 2007). The population surveyed consisted of 468 department managers drawn from 234 Thailand logistics companies. This enabled me to close the existing research gap. It fit the intended approach of prepopulating data, using a standardized means of measurement consistent with the work of other researchers (Noble & Smith, 2015).

Researchers use control and experimental groups in primarily experimental or quasi-experimental study designs, with participants randomly assigned to one or the other group (Barker & Milivojevich, 2016). The present study had no need for an experimental design, as I grouped participants into (i) supposedly successful, (ii) allegedly unsuccessful, and (iii) less successful groups, with the success of a group defined by its organizational performance on two metrics: financial performance, as measured by the Tsamenyi financial performance measurement scale (Tsamenyi et al., 2011), and client satisfaction, as measured by Hill's international customer satisfaction survey for ISO 9000:2000 (Hill et al., 2007). For ethical reasons, the identities of the participants were masked.

The purpose of this quantitative nonexperimental correlational study was to correlate the four dimensions of Bass's (1985) transformational leadership theory to ethical behavior, and then correlate ethical behavior to organizational performance. The survey examined the organizational performance of 468 department managers from 234

Thailand companies that are members of Thailand's Transportation and Logistics

Organization. The direct and indirect interdependence among the three variables is

presented in numerical values.

Definitions

This section defines the independent variable transformational leadership, the

mediating variable ethical behavior, and the dependent variable organizational

performance, in context and with an outline of their dimensions. The following are

operational terms and definitions used in the study:

Transformational leadership: Bass (1985) defined this as a style of leadership that

encourages support, stimulates followers' creativity, and provides them with both a role

model and a vision to follow. A transformational leader, in this context, earns trust and

respect from followers, who try to adopt the ideals the leader projects. He or she sets an

example (Bass, 1985). The identified dimensions of transformational leadership are

idealized influence, inspirational motivation, individualized consideration, and

intellectual stimulation.

Idealized influence refers to a leader's behavior, by which the leader projects him-

or herself as a role model for employees (Bass, 1985).

Inspirational motivation requires the leader to express a clear vision for his or her

employees to embrace (Bass, 1985).

Individualized consideration regards both-sided communication between

organizational members on different hierarchy levels as essential, with the leader

providing individual attention and support to followers (Bass, 1985).

Intellectual stimulation entails developing the creative and innovative potential of employees, encouraging different ways to complete tasks (Bass, 1985).

Organizational performance refers to the actual output or the results produced by an organization as measured against its intended outputs, goals, and objectives. Richard et al. (2009) identified three dimensions: financial performance, product market performance, and shareholder return. Only the first dimension of this schema is used in this study, along with the additional dimension of customer satisfaction.

The metric for *financial performance* is profit—the difference between money earned and spent. As for *customer satisfaction,* Farris et al. (2010) defined it as the proportion of customers who have a satisfactory experience with a company and its product or services that exceed their expectations.

Ethical behavior is defined as openly visible behavior communicating the moral values of society, such as professional impartiality, integrity, and honesty (Bouckenooghe et al., 2015). Morality refers to a given society's belief system regarding the nature of good or bad behaviors (Durkheim, 2013). In our globalized world, ethical concepts originating from Western philosophy have become widely regarded as arbiters of morality. Two such moral principles—both developed in the eighteenth century—are the categorical imperative, postulated by the German philosopher Immanuel Kant, and the utility principle formulated by British philosopher Jeremy Bentham.

The basis of the *categorical imperative* was Kant's (1787) belief that each individual should act as if the choices one makes for oneself could become a universal

law. Thus, one should act and treat each individual as an end, and never as a mean. In other words, even the highest goal will not justify using evil means to achieve it.

Bentham's *utility principle*, by contrast, defined the rightness or wrongness of any given act not as an intrinsic quality, but by whether it contributes to a desirable outcome. He believed that no individual's happiness was more valuable than any others, and any individual's happiness more important than the happiness of the group. He held that evil means could be justified if they serve a higher goal, and if the number of people who benefit from them outweighs the number of people who suffer (Bentham, 1781).

Behavioral integrity is defined by Simons (1999) as consistent alignment between the values a person espouses and the actions that person takes. A present-time perception of behavioral integrity is based on a person's history.

Assumptions

I based this study on a number of assumptions, used to provide a better understanding of the relationships between transformational leadership, ethical behavior, and organizational performance. The theoretical foundation, especially concerning transformational leadership theories, was solid enough to function as the basis of an entire research strategy. It allowed for the generation of valid data consistent with preexisting knowledge. The survey questions covered the issues, subject to analysis, sufficiently both in terms of scope and accuracy.

I assumed all participants were intellectually and psychologically capable of understanding the questions correctly and as I intended; that the participants supplied answers without conscious falsification; that the number of participants in terms of

quality and quantity was sufficient to allow generalization; and that the yield of completed survey questionnaires enabled generalization. I conducted a determining sample size for research activities, as outlined by Krejcie and Morgan (1970), to determine whether the sample size was sufficient to detect an effect allowing generalization with a degree of confidence.

I assumed that the quantitative tool for the path analysis carried out with IBM Statistical Package for the Social Sciences (software version 24) delivered correct results; that the previously gathered data related to the variables in this study was entered correctly into the software system; that the above quantitative tools were adequate for analyzing the subject matter; and that the Likert scale used in the survey questionnaires allowed a correct understanding of degrees of difference between the indicators used.

Scope and Delimitations

Because this study is based on data retrieved from 468 department managers at 234 Thai logistics companies belonging to Thailand's Transportation and Logistics Organization (TTLO), the data excluded firms that are not members of this organization. Still, according to Sermcheep and Chirathivat (2015), a significant sampling of Thailand's logistics companies was included. For practical reasons, it was most convenient to access single companies within this network as all of them fall under the same overarching organization and structure.

Furthermore, I gathered company data only from managers. Collecting additional data from employees served as an element of control to verify the information provided by managers; for practical purposes, though, doing so would have expanded the scope of

the study unnecessarily. Two or more employees per department would have been needed as study participants. Moreover, attention would have shifted unduly onto the skill sets of followers, detracting focus from the skill sets of leaders.

Using the theoretical framework of existing transformational leadership studies is not without shortcomings. Alvesson and Kärreman (2016) saw the role of transformational leaders and the goodness of their actions as sometimes overrated for ideological reasons. Despite these criticisms, the academic mainstream finds that the transformational leadership theories derived from Bass (1985) continue to yield new hypothetical and practical findings. Given the scholarly consensus that the existing theoretical transformational leadership framework is valid, this study employed it.

Limitations

There were several limitations to the study. First, I intended to conduct the study at one observation point in time, which produced less reliable data than a study using a longitudinal temporal research design would. Consequently, an impact on organizational performance and management behavior that would be visible in a longitudinal design, e.g. one caused by external factors, could have potentially gone unnoticed.

The self-reported nature of the retrieved data made them potentially subject to bias. There was a possibility that participants lied if they found it advantageous to hide weaknesses or to save face. Moreover, some study participants may have misunderstood the survey questions and thus missed my intention. Some participants may not have been representative of the logistics industry in Thailand in terms of quality or quantity, or in terms of organizational performance and management behavior.

The survey tools represent a precise means of measurement that may not be optimal in every aspect. The Likert scale has become the subject of criticism, as some study participants had the impression of distorted distances between points on the scale; that said, it remains one of the most-used measurement scales available. Lastly, I gathered information from only one geographical location—Thailand's capital city, Bangkok. Even though there were many limitations in this study, I did not consider their overall scope as impactful enough to distort the validity of the study results.

Significance of the Study

Significance to Theory

Logistics is an essential business industry, as it drives the success or failure of many organizations. This is all the more the case today, as production is highly fragmented. Products are assembled from parts and components from all over the world, which makes supply chains vulnerable to disruption. Logistics practitioners can therefore benefit from learning whether adopting a transformational leadership style can positively affect the ethical behavior and performance of their organizations. Previous research showed the importance of relationship building and the positive impact this may have on followers (Lutfi, 2018). Transformational leadership is a significant skill that is much needed in Thai logistics organizations. Senior managers can use transformational leadership in their quest to acquire the necessary skill sets to improve and sustain their performance. Investigating the transformational leadership behavior of top managers and the consequent relationship to their moral standards fills a specific gap in the literature.

The transformational leadership theory is the only one that takes ethical leadership into consideration (Muenjohn & McMurray, 2017).

The purpose of this quantitative nonexperimental correlational study was to correlate the four dimensions of the independent variable of transformational leadership with the mediating intervening variable, and in turn, correlate the latter with the controlling variable. I built this study on Bass's (1985) transformational leadership theory. Understanding ethical behavior in logistics companies in Thailand can help improve organizational performance—a crucial step toward achieving the goals set forth by the Thailand Board of Investment and the government. The logistics industry is a business sector undergoing global structural changes at a more accelerated rate than other businesses (Thankdenchai et al., 2018). The impact of transformational leadership on logistics in Thailand could show itself within a relatively brief period. Studying the logistics sector in this context may lead to divergent results when assessing companies in general (Thankdenchai et al., 2018).

Significance to Practice

The implementation of ethical leadership is essential to enforce standards in followers' behavior, especially in the context of Thai logistics companies. As results from a previous study (Muenjohn & McMurray, 2017) show, one of the main drivers for the low performance of local logistics providers is the high degree of self-dealing and favoritism, especially when compared to Western logistics companies. If leaders can provide a positive example of ethical behavior, the problem of the Thai industry's low ethical standards can perhaps be effectively addressed, which will improve firm

performance. In addition the methodology used herein may potentially identify desirable leadership traits suited to other industries.

The necessity for Thai logistics companies to apply transformational leadership, thus improving employees' ethical behavior and organizational performance, attests to the increased integration of Thailand into the ASEAN Economic Community (AEC). As part of its commitments to the AEC, Thailand has been undergoing structural changes that have forced it to open its borders to foreign competitors. Some of these competitors bring considerably more capabilities and resources to bear than many local firms. This process has put additional pressure on the domestic logistics sector, as opening its doors to overseas companies—including Linfox or DHL, two iconic giants of logistics that dwarf Thailand's mostly small- and medium-sized companies—makes it vulnerable to the often more-efficient practices of those large international corporations. Other AEC member states, such as Malaysia and Singapore, are facing the same international pressure, but are already ahead of Thailand in industry competency and pose an increased economic threat (Sermcheep & Chirathivat, 2015). A better understanding of transformational leadership styles may give Thailand's logistics companies the competitive edge they need.

Tremendous changes loom for Thailand's logistics sector as the government aims to turn the country into a leading logistics hub for Southeast Asia (Chen, 2018); hence the necessity to improve logistics responsiveness outside of the country's capital city, Bangkok (Chhetri et al., 2018). From Bangkok's perspective, Thailand's participation in

the Chinese-led (BRI) may turn out to be highly beneficial to the logistics sector (Chen, 2018).

The BRI's mega infrastructure projects are worth USD 900 billion and aim to link Eurasia via multiple land and sea routes (Chen, 2018). A better understanding of transformational leadership and its impact on ethical behavior on the national level is essential if Thailand's logistics companies wish to take an international role. When it comes to implementing BRI objectives concerning Thailand, studies such as this one can help the country improve its regional standing and become a leading logistics hub for Southeast Asia. Creating ethical standards that adequately meet BRI objectives and standards is an area that warrants more exploration.

Significance to Social Change

Transformational leadership has the potential to educate and motivate subordinates in organizations and thus influence their behavior (Lutfi, 2018). This leadership style can raise their awareness of ethical actions, which would contribute to positive social change (Lutfi, 2018). Transformational leadership can potentially improve organizational performance; ethical employees would be more likely to protect the resources of their organization. Self-dealing and favoritism could be, if not completely eliminated, at least diminished. The organization would not only reap higher economic profits due to better-streamlined work processes but could also improve its reputation. The credibility of an organization largely determines whether customers become loyal to the brand or not (Dwivedi et al., 2018).

When employees behave ethically in their personal lives both inside and outside of work, they can also positively contribute to their social environment (Wiernik & Ones, 2018). Their ethical actions can have a nationwide impact. This is a positive spillover of change that is meant to affect specific business operations, but eventually spreads to the social realm and affects people privately. Because of its status as a developing country, Thailand possesses more growth potential than many existing societies in the West (Bong & Premaratne, 2018). Faster growth rates offer the opportunity to implement change at a higher speed (Ho, 2018).

That being said, let us not exaggerate the impact on social change. Significant aspects of an entire culture can hardly be expected to change in only a few years; culture evolves slowly. Even so, implementers of change can make a difference in small steps.

Summary and Transition

In this chapter, I included an overview of the interdependence between the transformational leadership style, ethical behavior, and organizational performance in Thailand's logistics organizations. Existing studies confirm that leaders in the Thai logistics industry need to improve employees' ethical behaviors to achieve better organizational performance. Thailand's logistics industry is due to undergo severe structural transformations; transformational leaders could provide a positive role model for ethical behavior during this process, thus contributing to improved organizational performance.

Three research questions and related hypotheses guided my understanding of the relationship between the independent variable transformational leadership, the mediating

variable ethical behavior, and the dependent variable organizational performance. I focused on the transformational leadership behavior of senior managers who are members of Thailand's Transportation and Logistics Organization (TTLO). The study is significant in various aspects. Its focus was on how ethical behavioral issues in Thailand affect the above relationship and contribute to developing neglected elements of the theoretical framework. From a practical perspective, the outcomes of the study could help Thailand's logistics industry to become more competitive internationally. The national logistics industry could take the full measure of its role in domestic and international infrastructure development plans. A contribution to social change is this study's coverage of national issues like self-dealing and favoritism.

Chapter 2 includes an extensive literature review with a focus on the background of the three variables: transformational leadership, organizational performance, and ethical behavior.

Chapter 2: Literature Review

The research problem addressed in this study was the underperformance of Thailand's logistics companies due to lacking or low standards of ethical behavior when compared to Western logistics organizations (Muenjohn & McMurray, 2017). Favoritism and self-dealing threaten the competitiveness of Thailand's logistics sector on the international level (Akaraborworn & Sritanyarat, 2017). The country could be prevented from implementing its ambitious national infrastructure plans as a result (Kersten et al., 2015). Low ethical standards in Thailand's organizations prevent, to a significant extent, positive change on a broader societal level (Wiernik & Ones, 2018).

Having capable transformational leaders in Thailand's logistics organizations could help to solve the problem. Competent transformational leadership represents the best method for instilling ethical behavior in employees (Hoch et al., 2018). The transformational leadership theory is the only one that allows researchers to focus on a type of ethical leadership (Hoch et al., 2018). In particular, the transformational leadership dimension of idealized influence could support this process of improvement, as influential leaders would be capable of setting high moral standards for employees (Muenjohn & McMurray, 2017).

The purpose of conducting this quantitative study was to correlate transformational leadership in Thailand's logistics organizations with ethical behavior in organizations, and in turn correlating ethical behavior with the organizational performance of logistics organizations in Thailand. Chapter 2 begins with the literature and database search strategy. The body of the chapter describes the study's theoretical

foundation and key variables, with a strong focus on theories about transformational leadership, ethical behavior, and organizational performance. A description of the quantitative methodology follows. Chapter 2 ends with a summative conclusion and transition to Chapter 3.

<div align="center">**Literature Search Strategy**</div>

I conducted an extensive literature review to find relevant literature, primarily in the form of peer-reviewed scholarly articles and secondarily in seminal works addressing the research problem. The electronic databases used included Google Scholar, ProQuest, ABI/INFORM, EBSCO, Academic Search Complete, Business Source Complete, ERIC, and the Walden University library database. The searches used the following key terms and phrases: *transformational leadership, organizational performance, ethical behavior, ethics, logistics Thailand, Logistics Performance Index/LPI, quality management, quality management practices, financial profit, financial company performance, employee Key Performance Indicator/employee KPI, employee experience,* and *customer satisfaction.*

The predominantly peer-reviewed articles and the primary literature focused on relevant theories and included the key variables and their dimensions. Searches focused on one key term at a time; my few attempts at searches using two or more key terms generated scant or no results, and I discontinued them. No findings from searches using combinations of key terms ended up in this study. Interestingly, a search using the key terms *transformational leadership* and *logistics Thailand* in combination showed no results mentioning logistics in Thailand; this further demonstrates the need for more studies addressing the research gap on how transformational leadership affects the ethical

behavior of employees in Thailand's logistics sector (Akaraborworn & Sritanyarat, 2017; Bunnoiko & Atthirawong, 2017).

Peer-reviewed articles was limited to those published within the last 5 years, from 2015 until 2019. For seminal works, such as Bass's (1985) transformational leadership theory, no time range was set. I organized the search results with the newest publications displayed first. The chosen databases were focused on and relevant for both business and management. Search results of secondary importance included literature on ethics, logistics, psychology, and sociology.

Theoretical Foundation

The theoretical foundations of this study were primarily Bass's transformational leadership theory (1985) and various other theoretical contributions to ethical behavior and organizational performance. Apart from these theoretical inputs, I focused on the Logistics Performance Index and its quantitative methodology, including diverse tools of measurement. All theoretical inputs were evaluated by focusing on their origins and reviewing scholarly academic journals addressing them. Theoretical contributions to transformational leadership, ethical behavior, and organizational performance were assessed by focusing on their different dimensions. The scope of dimensions under review determines how essential they are for the context of the study.

This academic review will encompass contributions to all of the dimensions of the transformational leadership theory: idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation. The review of ethical behavior theories will focus on the two dimensions of hypocrisy and credibility. Likewise, the

review of organizational performance theories will focus solely on financial company performance and customer satisfaction, the two aspects of the variable under discussion in this study. The review of useful quantitative methodology will address Avolio and Bass's (1995) multifactor leadership questionnaire, Simons's BI scale (Simons et al., 2007), and path analysis as an instrument of quantitative analysis. The subsections transformational leadership, ethical behavior, organizational performance, logistics performance index, and quantitative methodology will fall under different headings, and I will use subheadings for the above dimensions and the different quantitative tools of measurement.

All theoretical contributions were selected for their usefulness to the purpose of the study. Bass's (1985) work provided the crucial theoretical foundation for the research. Transformational leadership theory helped to interpret findings and to explain correlations among different variables. Bass's theory is the only leadership theory that addresses the role of ethical leadership (Hoch et al., 2018).

Literature Review

Transformational Leadership Theory

Burns (1978) introduced the term "transforming leadership" in a study of political leaders. He ascribed this new style of leadership to a transformational leader. According to Burns, a transformational leader stands in juxtaposition to a traditional leader and his transactional style of leadership. Burns used this term to differentiate between managers and leaders.

Bass followed up on Burns's work and developed what he called the transformational leadership theory. For Bass, transactional and transformational leadership were not necessarily in polar opposition; he also mentioned laissez-faire leadership as the third style of leadership (Bass, 1985). Bass did a great service to future researchers by focusing on the quantifiable, measurable effects of transformational leadership on organizational followers. Bass's transformational leadership theory was not limited to politics and political leaders but could apply in all fields of society (Bass, 1985; Ha-Vikström & Takala, 2018).

The effect on the followers was described as decisive, as a competent transformational leader would motivate them much more strongly than a traditional leader. Charisma may play a role in this process (Boehm et al., 2015). Followers offered respect, loyalty, trust, and admiration in response to their superior's displayed skills (Bass, 1985; Pandey, Davis, Pandey, & Peng, 2016). Employees not only felt greater attachment to their organization but also contributed to improved output (Birasnav, 2014; Van Dierendonck et al., 2014). Such followers supported the achievement of organizational objectives when implementing plans (Crossan et al., 2017).

Followers experienced a higher degree of appreciation. They formed an identity and felt like part of a group. Their interest in their work increased based on intrinsic motivation (Boehm et al., 2015); this gave them the will to gain new knowledge (García-Morales et al., 2012). Researchers confirmed that followers of a transformational leader supported the vision and mission of their organization beyond the limits of their own self-interest, using positively connoted principles and values to boost dedication and

engagement (Gözükara & Şimşek, 2016; Zhu et al., 2012). Transformational leadership could drive employees to a much higher level of performance than transactional leadership (Birasnav, 2014; Zhu et al., 2012).

Transformational leadership theory has a strong moral component (Bass, 1985), with a focus on the ethical nature of the behavior of both leaders and their followers or employees (Pandey et al., 2016). Transformational leadership encourages employees to act on behalf of ethical purposes beyond selfish motivation (Bass & Steidlmeier, 1999; Podsakoff et al., 1996). It is useful for fostering positive social change (Bass, 1985; Pandey et al., 2016). Transformational leadership is the best leadership type for motivating followers to act ethically; indeed, it is the only leadership form to explicitly take ethical leadership into account (Hoch et al., 2018). The relationship between transformational leadership and ethical behavior is at the core of this study; given the usefulness of this style in instilling ethical behavior in employees, instituting it in Thai logistics organizations may yield an organizational performance improvement.

The transformational leadership style is uniquely suited to addressing the ethical behavior issue within logistics companies in Thailand. Transformational leadership theory originated in North America (Bass, 1985), and has spread worldwide with the rapid globalization of trade over the last 30 years, which has contributed to the universal application of many American and Western business practices. Researchers conducted studies of transformational leadership in many countries, including Thailand (Ha-Vikström & Takala, 2018). Transformational leadership consists of four dimensions: idealized influence, intellectual stimulation, individualized consideration, and

inspirational motivation (Bass, 1985). A competent transformational leader uses all four of these dimensions to make employees act on behalf of organizational objectives (Avolio & Bass, 1995; Bass, 1985).

Idealized Influence

Avolio and Bass (1995) focused on an extension of Bass's theoretical framework model. They wanted to understand the impact of the transformational leadership dimension of idealized influence on individuals, groups, and entire organizations. Idealized influence exists in the form of attributes and behavior (Avolio & Bass, 1995). When a leader appears trustworthy and displays desirable attributes like charisma, morality, and idealism, followers will respond by showing respect for the leader and his or her values and goals in return (Pandey et al., 2016; Avolio & Bass, 1995). The leader must possess a socialized personality. He or she must act confidently with regard to high-order targets, and his or her actions must be grounded in principles, values, morality, and ethics (Haleem et al., 2018).

The charismatic idealized-influence leader acts as a role model (Teymournejad & Elghaei, 2016). He or she appeals to team spirit and service-mindedness, and provides a sense of a mission by using role modeling, aligning employees with organizational policies, vision, and mission (Grill et al., 2019). The role-modeling function can be supported by being honest and open (Shaw et al., 2018). The transformational leadership dimension of idealized influence has a positively connoted relationship with employees' efforts (Haleem et al., 2018). There is a strong relationship between idealized influence and job satisfaction (Al-Abadneh, 2013). Idealized influence has a positive effect on

employees' organizational creativity. The effect on creativity is especially strong when the leader supports followers in the workplace (Teymournejad & Elghaei, 2016). Idealized influence leaders are risk-takers (Bass & Riggio, 2006). They share these risks with followers, inspiring followers to put the organization's needs before their own and to increase their workforce engagement (Muchiri et al., 2019). With the lack of face-to-face interaction, geographical team dispersion can have weakening effects on idealized influence (Eisenberg et al., 2019); the perceived authenticity of the idealized influence leader weakens, as the moral foundation between superior and employee is missing (Eisenberg et al., 2019).

Idealized influence matters to the design of this study. A competent idealized influence leader could initiate behavioral change in employees of a Thai logistics organization. Geographical team dispersion would not be an issue, as most of the logistics leaders are present in the central location of their organization (Sermcheep & Chirathivat 2015), allowing leaders to interact face-to-face with their employees.

Intellectual Stimulation

The transformational leadership dimension of intellectual stimulation is the most understudied of the four dimensions (Sánchez-Cardona et al., 2018). Past researchers have focused on its positive effect on the individual level, but less so on its impact on the team level. Recent research confirmed that intellectual stimulation exercises a positive influence on both levels (Sánchez-Cardona et al., 2018). Intellectual stimulation is a social resource; it is a way of expressing value to a follower. This transformational

leadership dimension has a strong and positive influence on team learning (Sánchez-Cardona et al., 2018).

Intellectual stimulation influences team members' engagement in collective learning by using a positive team effect (Sánchez-Cardona et al., 2018). Collective learning, as a result, yields continuous improvement and performance adapted to changing circumstances. Intellectual stimulation fosters a learning environment, the characteristics of which are reflection, challenges, and new ways of problem-solving (Edmondson, 2003). Followers become more problem-aware and increase their ability to analyze problems (Sandvik Croucher et al., 2018). They become more capable of making their own decisions. Employees can see more perspectives on an existing problem (Sánchez-Cardona et al., 2018). Intellectual resources can be employed at the individual, group, or organizational levels (Para-González, 2018). Intellectual stimulation contributes to optimum performance and creating a good and creative work climate (Para-González, 2018). Intrinsic motivation and employee autonomy support the creation of this creative climate, characterized by the possibility of self-initiation and absence of control (Sandvik et al., 2018). Autonomy allows space for creativity. Intellectual stimulation is especially valuable for organizations that offer professional expert knowledge (Sandvik et al., 2018).

Intellectual stimulation positively relates to engagement (Caniëls et al., 2018). It drives organizational commitment, partially supported by corporate respect (Chai et al., 2017). Intellectual stimulation can foster the creation of team cohesion, coordination, and psychological safety (Sánchez-Cardona et al., 2018). It relates to work satisfaction and

the performance of followers (Sánchez-Cardona et al., 2018). Incapable employees might perceive intellectual stimulation as a job stressor or even a threat (Murphy & Dweck, 2016). The intellectual-stimulation leader understands organizational interests (Weng et al., 2015). He or she is able to articulate them adequately and inspires employees in their creativity, generating ways to reach organizational objectives (Weng et al., 2015). The intellectual-stimulation leader articulates a clear vision (Sandvik et al., 2018). He or she pays attention to followers' needs for growth and mentoring (Buil et al., 2019).

The findings by Sánchez-Cardona et al. (2018) are particularly relevant for this study. Their research reveals that learning can take place in a team environment, where supportive synergy effects are possible, that would not occur on the individual level (Sánchez-Cardona et al., 2018). Work processes in Thai logistics organizations are integrated; they require a team effort (Dansomboon et al., 2016). Moreover, employees with insufficient skill sets may perceive intellectual stimulation as a negative influence (Murphy & Dweck, 2016). There are such employees in Thailand logistics organizations (Akaraborworn & Sritanyarat, 2017).

Individualized Consideration

The transformational leadership dimension of individualized consideration is useful to leaders. It fosters transparency, support, and respect for followers' contributions to organizational goals (Phong et al., 2018), encouraging employees to grow within the organizational parameters (Avolio & Bass, 1995). Individualized consideration happens in the form of coaching and teaching followers who are interested in both having more autonomy and receiving more feedback in their job (Yizhong et al., 2019).

Individualized consideration leaders acknowledge the individual achievements and contributions of employees to work performance and try to improve followers' skill sets (Robertson, 2018). They coach and provide support to followers—for example, in the form of performance appraisal—which develops the abilities and potential of employees (Ocak & Ozturk, 2018). They assign appropriately challenging tasks to followers. They learn to better understand employees' skills and needs and involve them in the decision-making process (Bednall et al., 2018). Individualized consideration leaders pay attention to followers' individual needs for growth and achievement (Buil et al., 2019). Such leaders can teach employees about environmental sustainability and want to receive innovation and creativity in return (Robertson, 2018).

Individualized consideration facilitates a strong follower-leader relationship (Yizhong et al., 2019). Employees who receive individualized consideration perform beyond their basic work requirements (Buil et al., 2019). This consideration is useful to demonstrate concern for individual needs (Robertson, 2018). Individualized consideration allows for the creation of one-on-one relationships with each employee. Employees can feel empowered, supported, secure, and satisfied. Individualized consideration builds the needs, hopes, and values of followers (Zhu et al., 2019). It can support knowledge sharing (Phong et al., 2018). Individual consideration would be useful for instilling ethical behavior in employees of Thai logistics organizations. Leaders could select competent followers as a multiplication strategy to support the setting of new standards. Competent employees could assist their supervisors when implementing new behavioral guidelines: the policies of favoritism and self-dealing pose a risk to this strategy.

Inspirational Motivation

Leaders encourage followers by using the transformational leadership dimension of inspirational motivation through organizational vision and mission (Amin et al., 2018). Inspirational motivation provides contextual motivation to employees (Mokhber et al., 2018). The motivation engenders optimistic attitudes and long-term enthusiasm. Inspirational motivation is useful for introducing new ideas on how to handle work results more efficiently and express increased commitment and driving engagement (Mokhber et al., 2018). It is linked to the innovation climate of an organization (Naguib & Naem, 2018). Inspirational motivation increases employees' value for the organization, transforming them into assets (Sahu et al., 2018).

The inspirational motivation leader provides challenges and meaning to his employees (Mokhber et al., 2018). He or she possesses the ability to inspire hope for the future (Naguib & Naem, 2018) and raise team spirit (Amin et al., 2018). He or she nurtures confidence in followers (Avolio & Bass, 1995). Inspirational motivation leaders use various means to help employees make sense of their work and focus on their goals (Shah & Aman, 2019). The leader must set a vision of the future as a goal, reachable by innovative means (Sahu et al., 2018). Using inspirational motivation makes sense in the context of Thai logistics organizations. Thailand is in the midst of several challenging infrastructure projects (Kersten et al., 2015) originating from within and outside the country. The Chinese-led (BRI), in particular, is a massive undertaking (Kersten et al., 2015). The projects have the potential to boost trade and to benefit the nation (Chen, 2018). Organizational leaders in Thai logistics organizations could use the BRI and other

projects for inspirational purposes to motivate employees. An inspirational motivation leader could make employees ready for challenging projects like the ones Thailand's logistics organizations must master in order to achieve the economic phase of "Thailand 4.0" (Kersten et al., 2015).

Ethical Behavior Theory

The underpinnings of ethical or good behavior are the societal values and moral standards of society (Durkheim, 2013). Ethical behavior matters in the context of this study. Thailand's logistics organizations need to improve the ethical behavioral standards of their employees (Akaraborworn & Sritanyarat, 2017), or organizational performance could suffer; the national logistics industry could fall back behind its international competitors (Dansomboon et al., 2016). In a globalized world, ethical standards of Western origin have achieved international importance. The ethical behavioral standards in Thai logistics organizations could be measured against these Western standards if Thailand wanted to compete with international organizations in the sector of logistics.

Two Western ethical theories from the eighteenth century were worth mentioning, as they still hold value today. The German philosopher Immanuel Kant defined the categorical imperative concept: the idea that ethical virtues were based on absolute values; in this formulation, ethical values must be universal and applicable to all situations (Kant, 1787). Kant rejected all relativism. An ethical value should never be corrupted or changed to achieve a certain end, no matter how noble the goal. Each individual should possess the same universal rights as others (Kant, 1787). His ethical

theory referred to the concept of duty, a core value of eighteenth-century Prussian society.

By contrast, the British philosopher Jeremy Bentham, in his utility principle, defined ethics based on consequentialism (Bentham, 1781). The ethical value of any action depends on the outcome. A beneficial result would justify unethical means, so long as the positive effects outweighed the negative (Bentham, 1781). Bentham grew up in eighteenth-century Britain, one of the first modern democracies in Europe. His theory reflected democratic ideals; the interests, benefits, and the majority were what decided the rightness or wrongness of a given action. This utilitarian approach was more practical than Kant's more idealistic categorical imperative and had strongly influenced modern American ethics.

Corruption, self-dealing, and favoritism was a common problem in Thailand on all societal levels. Transparency International reported about the degree of corruption in Thailand (Nguyen et al., 2015) in 2015, giving the country a score of only 38 out of 100 for its anticorruption measures. Thailand ranked 99th out of 180 countries and territories. While the regulatory framework in Thailand was useful, implementation was below standard. Many corruption cases were evident, particularly in the military and logistics industry (Nguyen et al., 2015).

While managers in both Thailand and the U.S. regard ethics as equally important, American managers took the lack of corporate ethical values more seriously than their Thai counterparts did; as a result, U.S. organizations had higher corporate ethical values in comparison (Marta & Singhapakdi, 2005). The results are not surprising, as corruption

seems to be deeply rooted in Thailand's society. A system led by oligarchs and clans is involved in large-scale fraud and theft (Hellmann, 2017). The groups compete with each other in business environments and try to protect their profits from competitors. This leads to certain predictability in business operations, freezing incentives for innovation and creativity (Hellmann, 2017). Material incentives to law-enforcement authorities largely protect these networks from penalties (Hellmann, 2017). The situation also applies to the logistics sector in Thailand (Muenjohn & McMurray, 2017).

These facts indicated two important and complementary truths. Changing leadership behavior may be effective in changing employees' behavior, but the system of corruption was deeply rooted in Thailand's society. It would be arrogant to assume that it could change quickly. Any change would have to be a long-term process occurring in small steps. That said, it was in Thailand's society's interest to remain competitive with the national logistics sector and beyond; this provided an incentive for change. This study considers two different dimensions of ethical integrity, useful for measuring ethical behavior and rooted in the work of Simons (1999), who later developed the BI scale as a tool for quantitative measurement (Simons et al., 2007).

Hypocrisy

Hypocrisy arose when utterances made and predictions presented stand in contradiction to outcomes and actions; then, inconsistencies come up. Hypocrisy is evaluated based on past actions and manifests in a lack of alignment between words and deeds (Simons, 1999). Goswami et al. (2018) developed a measurement scale to measure employees' perceived hypocrisy of their leaders, focusing on the U.S. retail business.

When organizational leaders appear as hypocrites, employees will begin to undermine their superiors (Greenbaum et al., 2015). Moreover, followers will fail to contribute to organizational growth and improvement (Greenbaum et al., 2015). Leaders in Thailand's logistics organizations should not appear hypocritical, lest organizational improvement intentions fail or are disrupted.

Societal pressures force organizations to engage in systematic acts of hypocrisy (Cho et al., 2015). Companies and firms develop organizational facades covering up their real actions (Cho et al., 2015). This concept was useful concerning Thailand's logistics organizations because reputational perception remained an essential aspect of Thai society, particularly in business culture. Hypocrisy can result from intrapersonal conflicts between values and behavior (Graham et al., 2015). For cultural reasons, leaders in Thailand may possess different individual values than leaders of Western organizations.

Arli et al. (2017) conducted a study in an Australian company with a bad reputation as it carried out corporate social responsibility (CSR) activities. Customers perceived these CSR activities as a hypocritical attempt to shift the blame from the organization to its customers (Arli et al., 2017). CSR activities could not always help Thailand logistics organizations to improve their bad reputation. Yet, there was reason to assume that Thailand's CSR activities would be more effective than in Australia. Thai citizens possessed less consumer education and awareness compared to average Western consumers (Maichum et al., 2017). Shim and Yang's (2016) research on corporate hypocrisy and CSR incentives indicate that CSR activities create positive resonance when the organization has a good reputation and is not in crisis. In the case of an organization

with a bad reputation in crisis, though, CSR initiatives could be perceived as hypocritical and an attempt of deflection (Shim & Yang, 2016). Because of lower levels of consumer education among Thai citizens, there was reason to believe that CSR activities organized by Thai organizations could be more effective than those of Western firms, even if the organization had a bad reputation or was in a crisis (Maichum et al., 2017).

Snelson-Powell et al. (2018) found that the UK business schools they examined displayed a discrepancy between promises and actions about sustainability. The schools continued to prosper as not all stakeholders cared about this problem. Similarly, Thailand's logistics organizations could continue to prosper with sustainability promises, even if not implementing them. In Thailand, the concept of sustainability commands less social capital than in the UK (Maichum et al., 2017). Neglecting sustainability promises might entail no consequences to the prosperity of the Thai logistics organization.

Credibility

This characteristic assesses whether a messenger or speaker's message is believable. It overlaps with trust and is an essential element of persuasion in advertising, public relations, and marketing (Simons, 1999). Credibility is oriented towards the future. Jahn et al. (2017) stated that extrinsic leader motives, such as profit orientation, affect organizational credibility and legitimacy negatively. Leaders can use specific verbal and nonverbal signals, such as body language, to increase their perceived credibility (McManus, 2018). Williams et al. (2018) confirmed the importance of leader credibility; they found it a prerequisite for successful transformational leadership. The assumption that positive social change in Thailand's logistics organizations could potentially happen

through transformational leadership would require the transformational leader to be credible in the first place. According to Engelbrecht et al. (2015), a leader's credibility is critical for ethical leadership, for inspiring trustworthiness in employees, and for creating a lasting impact. (The relationship between transformational leadership and ethical leadership is detailed in a previous section.) A credible leader of a Thai logistics organization should not be seen to act based on extrinsic motives.

Yoo and Jin (2015) note that the negatively perceived credibility of leaders could taint the perception of entire organizations. Their study occurred in a political context, looking at China's political leaders and the Chinese government as an organization (Yoo & Jin, 2015). Their findings could also have significance in Thailand's logistics organizations' economic context, as the credibility of a leader could similarly affect an organization's reputation. Arshad et al. (2017) studied corporate credibility and its relationship to consumer loyalty towards an organization. According to their study, a positive connection exists, which can be strengthened by celebrity endorsement (Arshad et al., 2017); we note this for completeness, though it would hardly be an essential factor in the context of Thai logistics organizations.

Ioannou et al. (2018) conducted a study of U.S. companies from 2008 until 2016 that generated essential findings concerning brand value. Low customer satisfaction has a lesser effect on companies with a high brand value, even when they were acting hypocritically (Ioannou et al., 2018). Low customer satisfaction similarly has a lesser effect on Thai logistics companies with a high brand value; Thai customers share with U.S. consumers a high degree of appreciation for brands (Terason et al., 2019).

Thai logistics organizations suffer from a lack of implemented ethical values (Marta & Singhapakdi, 2005). Corruption, self-dealing, and favoritism are common (Muenjohn & McMurray, 2017). Improved ethical standards are a prerequisite for achieving better organizational performance in the national logistics sector (Dansomboon et al., 2016).

Simons (1999) identified hypocrisy and credibility as two dimensions of behavioral integrity. The two dimensions possessed relevance for the study. Credibility was a prerequisite for implementing change in Thailand logistics organizations. If employees did not perceive their leader as credible, no change would take place. When employees in the above organizations perceived their leaders as hypocritical, the organizational improvement could stop as well. Employees in Thai logistics organizations would need to perceive cases of corruption, self-dealing, and favoritism as increasing injustice to cause positive change within their organizations. Improved credibility of an organizational logistics leader in Thailand could positively affect the reputation of the associated organization.

Organizational Performance Theory

Transformational leadership styles focus on changing employees' ethical behaviors in order to improve organizational performance. Para-González et al. (2018) confirmed that mediating factors influence the connection between transformational leadership and organizational performance when conducting a study in Spanish industrial companies. The mediating factors were human resources management practices, learning, and innovation (Para-González et al., 2018). Shanker et al. (2017) produced similar

results when conducting a study in Malaysian companies, identifying the organizational climate for innovation as another mediating factor that boosts organizational performance (Shanker et al., 2017). Hyland et al. (2015) concluded that managers could train employees using mindfulness techniques; employees thus trained could focus better, improve their cognitive functions, and contribute to a better overall organizational performance.

Despite the different cultural backgrounds of the study settings, the findings of these three studies hold relevance for Thailand's logistics organizations. If transformational managers used human resources management practices, promoted mindfulness techniques, and created an organizational climate for innovation, employees could be motivated, achieved better learning results. The employees would exploit existing organizational resources more efficiently and come up with more innovative solutions for existing or new products and services (Shanker et al., 2017). Overall organizational performance would improve (Hyland et al., 2015; Para-González et al., 2018). Thai logistics organizations could acquire a needed competitive edge against international competitors (Sermcheep & Chirathivat, 2015).

Singh et al. (2016) focused an international study on ways to improve organizational performance measurement. Many objective measures of company performance were incomplete in terms of recorded data or proved incompatible with objective measures from other organizations (Singh et al., 2016). Often managers had little incentive to report objective measures. Subjective measures of organizational performance, by contrast—conducted by personal interviews with leading managers—

offer astonishingly accurate results (Singh et al., 2016). A prerequisite for subjective

measures would be careful planning (Singh et al., 2016). The high degree of self-dealing,

favoritism, and corruption in Thailand logistics organizations pose a problem concerning

the use of objective performance measures (Akaraborworn & Sritanyarat, 2017;

Muenjohn & McMurray, 2017); the reported numbers are too often incomplete or

manipulated. The international study's findings confirmed that subjective performance

measures in the form of interviews and surveys of leading managers in Thai logistics

organizations could be a useful approach.

Financial Performance

The first of the two dimensions of organizational performance used for

assessment in this study, financial performance, was measurable using a balanced

scorecard (Malgwi & Dahiru, 2014). The following section explored the relationship

between corporate social responsibility and financial performance. This relationship was

especially relevant to this study, as fostering ethical employee behavior constitutes an

aspect of the corporation's responsibility to society.

Flammer (2015) described how CSR proposals' adoption leads to an increase in

sales and superior accounting activity. Customers who prefer sustainable practices are

more likely to identify themselves with the organization; employees would be more

satisfied with their work experience (Flammer, 2015). Wang et al. (2016) assessed the

relationship between corporate social responsibility and corporate financial performance

by systematizing results from 42 previous studies; they confirmed Flammer's findings,

indicating a positive link between the two factors. Corporate social responsibility

initiatives would be more visible in developed countries than in developing ones. Furthermore, CSR efforts' supportive effect may boost an organization's financial performance more for companies in developed countries than for those in developing nations (Wang et al., 2016).

Saeidi et al. (2015) focused on customer satisfaction, sustainable competitive advantage, and reputation as mediating factors in the link between CSR efforts and financial performance. The researchers conducted the study in the context of Iranian consumer and manufacturing companies. The findings revealed that CSR initiatives indirectly boosted organizational financial performance by improving customer satisfaction, competitive advantage, and organizational reputation (Saeidi et al., 2015). These findings on the link between corporate social responsibility and financial and organizational performance were significant for the present study, as ethical employee behavior was an aspect of CSR. If employees' ethical behavior in Thailand's logistics organizations improves, overall financial performance will consequently improve because of higher customer satisfaction, a better reputation, and a greater competitive advantage (Saeidi et al., 2015). Sales could grow, generating higher revenue (Flammer, 2015). Ramstetter (2019) notes that because Thailand is classified as a developing nation, the positive effect of more ethical employee behavior on financial performance would occur but would likely be weaker than the comparable effect in developed countries. Moreover, ethical employee behavior in Thailand's logistics organizations would not be as visible as in organizations in developed countries, where stronger supporting frameworks and institutional infrastructure exist (Wang et al., 2016).

Dženopoljac et al. (2016) found that employees' intellectual capital in the Serbian IT sector had a positive effect on organizational financial performance in terms of asset turnover, profitability, and return on equity, assets, and invested capital. A similar impact could be expected for the intellectual capital of employees in Thai logistics organizations regarding the organization's overall financial performance. Nevertheless, transformational leaders in Thai logistics organizations would need to improve ethical employee behavior first. Improved ethical employee behavior would be a prerequisite for improved skill sets and intellectual capital. The Serbian IT sector and the logistics industry in Thailand have similarities that allow for comparison, as both sectors are in a transition phase (Dženopoljac et al., 2016).

Customer Satisfaction

Farris et al. (2010) defined customer satisfaction as the proportion of customers who have a satisfactory experience—that is, an experience that exceeded their expectations—with a company and its product or services. An indicator of customer satisfaction is loyalty; it can contribute to positive organizational performance (Hill & Brierley, 2017). Customer satisfaction was an essential factor for Thai logistics organizations, who are providing customer services.

Lim et al. (2020) posited that high customer satisfaction would significantly reduce the costs of selling. When organizational employees (so-called front-line employees) are in touch with customers, they can improve customer satisfaction when provided with an incentive for doing so (Zablah et al., 2016). Some of Thailand's logistics organizations are diversified in that they use different distribution strategies—

e.g., land transportation, railroad, maritime waterways, and air cargo service—at the same time (Kersten et al., 2015). Diversification can involve catering to clients of diverse business sizes or clients located at distinctive geographical locations. Meeting the criteria for diversification would benefit Thai logistics organizations in its impact on customer satisfaction and, consequently, on positive organizational performance. The sector experiences a high growth rate, which supports an active link between customer satisfaction and organizational performance (Bong & Premaratne, 2018).

Employees with improved ethical behavior could focus on better customer satisfaction out of intrinsic motivation. Improved ethical behavior could also provide the needed incentive to these front-line employees. Kaura et al. (2015) concluded that customer satisfaction and loyalty might depend on perceived price, fairness, and service convenience. This would be especially important if competing companies offer similar services (Kaura et al., 2015). While these findings are from the Indian banking sector, they are applicable to Thai logistics organizations. The national logistics sector is competitive; different companies compete against each other with similar services (Chhetri et al., 2018). Price, convenience, and fairness could make a decisive difference with regard to customer satisfaction. Hussain et al. (2015) supported these findings in their study on the airline business in the United Arab Emirates; next to service quality and value as perceived from the customer perspective, the brand image could inspire customer satisfaction and loyalty.

Leaders in Thai logistics organizations could improve overall organizational performance by using mindfulness techniques, creating an innovative climate, and

applying human resources management practices (Hyland et al., 2015; Shanker et al., 2017). Two dimensions of overall organizational performance are significant in the context of this study: financial performance and customer satisfaction. Improving employees' ethical behavior could result in better financial performance for Thai logistics organizations, as measured by revenue generation (Flammer, 2015). Such ethical improvement would contribute to a better organizational reputation and increased competitive advantages (Saeidi et al., 2015), leading to improved financial performance. Customer satisfaction, in particular, could contribute to enhancing organizational performance. If an organization offers diversified services, it undergoes a transition process, and the company is perceived as better serving its clients (Bong & Premaratne, 2018; Kersten et al., 2015). All of the above criteria described the situation of most Thai logistics organizations.

Logistics Thailand

At this point, it was appropriate to present an overview of the current situation of the logistics sector in Thailand. The country's economy, in general, suffers from a lack of skilled workers and adequate management of the existing workforce (Ramingwong et al., 2019). Managers would need to improve their skill sets and employee training methods to handle the challenges to the national logistics industry (Bunrueang et al., 2019). New guidelines for the management of Thailand logistics organizations would be useful (Bunrueang et al., 2019).

Peetawan and Suthiwartnarueput (2018) found that the national government's initiatives could help the logistics sector; they focused on rail infrastructure and proposed

a government-led rail development master plan for both freight transport and passenger services. Implementing public-private partnerships could directly benefit logistics organizations in Thailand. The need for developing rail parts and the assembly industry would benefit the logistics-associated supply chain sector (Peetawan & Suthiwartnarueput, 2018). These measures could contribute to the achievement of the plan, devised by Thailand's Board of Investment, to turn the nation into the logistics nexus of Southeast Asia to achieve the economic phase of "Thailand 4.0" (Kersten et al., 2015).

Thailand's logistics industry could also benefit from the rapid and substantial growth in China's logistics sector, which has led to continued improvements in Chinese national infrastructure (Ju et al., 2019). China's mega-infrastructure project (BRI), which entailed the creation of various land and sea transportation routes across the whole of Eurasia, holds important implications for Thailand (Punyaratabandhu & Swaspitchayaskun, 2018). From Beijing's perspective, Thailand is in a prominent geopolitical and geo-economic position to become an important transportation hub linking counties both outside and inside the ASEAN region (Punyaratabandhu & Swaspitchayaskun, 2018). The Chinese-led (BRI) valued at 1 trillion U.S. dollars would fall in line with Thailand's own national infrastructure development plans (Punyaratabandhu & Swaspitchayaskun, 2018). The Chinese logistics sector has strongly affected the logistics business in Thailand, as in the Chinese shipping industry (Kotcharin & Maneenop, 2018).

Thailand is an ASEAN member state and a member of the AEC, the AEC. The increasing economic integration of Southeast Asia would expose Thailand's logistics industry to threats from more sophisticated competitors in the sector, including other ASEAN countries like Malaysia and Singapore (Sermcheep & Chirathivat, 2015). That said, continued AEC integration would offer the Thai logistics industry advantages, particularly in the Indonesian automotive market (Amran & Yose, 2018).

Logistics Performance Index (LPI)

The LPI was an essential measure for the competitiveness of a nation in this industry sector and is relevant to this study. Thailand's LPI score declined from 3.43 in 2014 to 3.41 in 2018 (World Bank, 2018a). To fulfill the government's plan to turn Thailand into a regional logistics hub by 2022, the country will need to reach a score of 3.50 as a prerequisite for being classified as logistics friendly (World Bank, 2018b). The LPI had existed since 2007 and used six core components for measurement, each possessing an equal value: customs, infrastructure, quality of logistics services, timeliness, ease of international shipments, and tracking and tracing (van Roekel, 2017). The World Bank publishes its logistics performance index on a biannual basis (Wisesa et al., 2018).

Rezaei et al. (2018) have criticized the logistics performance index's current use, arguing that the six dimensions should not be weighed equally, as some dimensions are more important than others in practice. The researchers recommended infrastructure to be considered an essential factor, tracking and tracing the least important (Rezaei et al., 2018). Notwithstanding under the current rating system, the top performers are typically

highly developed countries such as Germany, which held the first position for several

years (Glushkova et al., 2017). By contrast, many low-income countries ranked at the

bottom end, like Syria (Glushkova et al., 2017). Thailand is classified as a developing

country, which aligns with its current LPI score, meaning not logistics-friendly (World

Bank, 2018a).

Corruption exerts a significantly negative effect on all six dimensions of the LPI

(Koh et al., 2018). Transformational leadership could improve employee ethical behavior,

resulting in lower corruption (Hoch et al., 2018). Therefore, transformational leadership

behavior applied in the context of Thailand logistics organizations could contribute to

achieving a higher LPI score (Koh et al., 2018).

Leaders and followers in Thailand's logistics organizations must upgrade their

skill sets to respond to national and international challenges and opportunities. The

national government wants the logistics sector to contribute to the achievement of the

economic phase of "Thailand 4.0" (Kersten et al., 2015). Furthermore, continued ASEAN

integration will expose Thai logistics organizations to the threat of competition from

countries such as Malaysia and Singapore (Sermcheep & Chirathivat, 2015). The

Indonesian market could offer new opportunities (Amran & Yose, 2015). Thailand must

improve its logistics performance index score. The national 2018 ranking of 3.41 was not

sufficient to classify the country as a logistics-friendly (World Bank, 2018a). Thailand's

logistics sector must attain a score of 3.50 by 2022 to be considered logistics-friendly

(World Bank, 2018b) and become a regional logistics hub (Chen, 2018). The LPI

comprises six dimensions: customs, infrastructure, quality of logistics services, timeliness, ease of international shipments, and tracking and tracing (van Roekel, 2017).

Use of Quantitative Methodology

Quantitative research used objective means of measurement and applied analytical tools to collect data. Using quantitative methodology allowed researchers to express findings in precise numerical values. The purpose was to determine the extent to which a specific phenomenon occurs. Which tools of analysis would be appropriate depends on the nature of the study. The following three subsections detail the analytical tools used in the present study: Bass and Avolio's multifactor leadership questionnaire for transformational leadership, Simons's BI scale, and path analysis. Background information on each of these quantitative measurement tools was followed by discussing studies that used these instruments and describing their past used and their relevance for the study.

Multifactor Leadership Questionnaire for Transformational Leadership

This questionnaire's original form dates back to 1990, but the essential contributions came from Avolio and Bass (1995). Researchers can use the multifactor leadership questionnaire (MLQ) for a psychological assessment of 3 different leadership styles based on 36 items and leadership outcomes based on nine items. Transformational leadership was assessed using five scales. Transactional leadership and laissez-fair leadership were assessed by using two scales for each. Researchers measure leadership outcomes by using three scales (Avolio et al., 2004). Not only must leaders assess themselves, peers, followers and superiors assess the leaders, as well (Avolio et al.,

2004). Lowe et al. (1996) published an often-referenced study showing the MLQ to be a reliable indicator and predictor of work unit effectiveness in different study settings.

Referring back to nine research articles published between 2017 and 2019, I wanted to understand the writers' intentions in how they used the MLQ in the context of their particular studies; doing so helped determine the MLQ's degree of usefulness for the present study. Seven of the nine articles analyzed the relationship between transformational leadership and other factors: employability (Yizhong et al., 2019), corporate environmental responsibility (Robertson, 2018), creative employee behavior (Bednall et al., 2018), silence behavior of project team members (Zhu et al., 2019), organizational innovation (Mokhber et al., 2018; Naguib & Naem, 2018) and turnover behavior, understood as the intention to leave the organization (Sahu et al., 2018). One article focused on a single dimension of transformational leadership, intellectual stimulation, and how it can contribute to creating a better workplace climate when supported by intrinsic motivation and employee autonomy (Sandvik et al., 2018). The remaining article did not focus on the transformational leadership style specifically but on leadership styles in general and their link to human resources management (Shah & Aman, 2019).

Researchers conducted studies in diverse geographic locations and business environments. Studies took place in Western countries, such as the United States and the Netherland (Bednall et al., 2018), Canada (Robertson, 2018), and Norway (Sandvik et al., 2018); and in Asian and African countries such as China (Yizhong et al., 2019; Zhu et al., 2019), India (Sahu et al., 2018), Pakistan (Shah & Aman, 2019), Iran (Mokhber et al.,

2018), and Egypt (Naguib & Naem, 2018). The organizations under study belonged to such diverse sectors as the professional service industry (Sandvik et al., 2018), finance, construction, manufacturing, communications, insurance (Yizhong et al., 2019), and information technology (Sahu et al., 2018), to give an incomplete listing.

Seven out of nine studies used the MLQ form that employed a 5-point-Likert scale to measure agreement or disagreement on a range of 5 points. The number of items included in the MLQs varied, however. Bednall et al. (2018) used four items for each of the four subscales, for 16 items overall. Sandvik et al. (2018) used the MLQ to assess intellectual stimulation's impact on creating a creative workplace climate. They found that the intellectual stimulation prerequisites were very homogeneous and consistent across different workplace settings within the Norwegian professional services industry (Sandvik et al., 2018). Robertson (2018) reported an important finding—a high correlation among the four dimensions of transformational leadership; researchers studying the MLQ as a research instrument had correctly predicted this before (Robertson, 2018). These results were in line with another finding reported by Zhu et al. (2019); the researchers confirmed the MLQ's reputation as a well-trusted research tool, helping to arrive at valid findings. Moreover, the MLQ form also allows for modification and adaptation. Bednall et al. (2018) used a scale to measure the transformational leadership style in an educational setting; unlike on a standard MLQ form, the instrument did not include an idealized influence subdimension of transformational leadership.

The above findings possessed practical relevance for the present study. The MLQ form is a valid, proven, and universally useful research instrument, offering a high degree

of predictability (Lowe et al., 1996). It originates from a North American context (Avolio & Bass, 1995), but Zhu et al. (2019) confirmed its reliability for other cultural settings, such as China. That made the MLQ form useful for the context of this study, which was set in Thailand.

The number of items to be included in the MLQ form and whether or not to combine all items for one sub dimension of transformational leadership into a single numerical value remained important research questions. Combining all subscale items into a median would simplify mathematical calculations. Evidence showed that a successful modification of the MLQ into a new scale was accomplished before (Bednall et al., 2018). This modification approach was ultimately rejected for the present study, as the effort of validation would be tremendous and unnecessary. Preexisting MLQ forms proved sufficient for the purpose of the study. Suppose I arrived at a high interactor correlation when using the MLQ form for measuring the four subdimensions of transformational leadership. In that case, I could validate my study findings to a higher degree.

Simons's Behavioral Integrity Scale

Simons (1999) defined behavioral integrity as the match or mismatch between values expressed in words and actions. Together with McLean Parks, he presented a measurement scale as a survey tool in 2000 (Simons et al., 2007). The original BI scale used eight items, divided into two subscales, each consisting of four items. One subscale measures the consistency between promoted and enacted values—the other measures the follow-through on promises. Modified versions of the original BI scale have been used

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and approved (Simons et al., 2018); researchers have also used the scale in a six-item version with three-item subscales.

I identified four articles published in the period from 2016 until 2018that employed the BI scale as part of larger overarching measurement constructs. The articles originated from different countries in Asia and Africa: Egypt (Elsetouhi et al., 2018), China (Way et al., 2016), Korea (Park et al., 2018), and Turkey (Guchait et al., 2016). The researchers conducted the studies in diverse work environments, such as in the hotel business (Guchait et al., 2016; Way et al., 2018), the travel industry (Park et al., 2018), and small and medium-sized enterprises (Elsetouhi et al., 2018). The researchers used mostly the eight-item scale, except for one study, which used the six-item scale (Guchait et al., 2016). Two studies used the BI scale with a 5-point Likert scale to measure agreement or disagreement; in one case, the 7-point Likert scale was used (Park et al., 2018).

Park et al. (2018) used the BI scale as part of a larger construct to determine how behavioral integrity affects employee creativity. They found that leader integrity affects employee creativity to a critical, measurable extent through coworker knowledge sharing (Park et al., 2018). Guchait et al. (2016) conducted their study amongst hotel employees, using the BI scale as part of a methodological construct that also included other measurement scales for service recovery performance and job satisfaction. The results indicated that behavioral integrity drives error recovery performance. The researchers found that the BI scale was conceptually distinct from the other scales and supported the overall construct validity, rating the BI scale as an utterly reliable measurement

instrument (Guchait et al., 2016). Way et al. (2018) focused on the hotel industry, using the BI scale as part of a larger construct to assess how middle managers' behavioral integrity would affect their task performance ratings through direct subordinates. The results indicated positive direct and indirect effects; all three assessed middle managers' behavioral integrity parameters were measurable with high reliability and interparameter correlation, providing support for the used single-factor structure (Way et al., 2018). Elsetouhi et al. (2018) tested the hypothesis that leader behavioral integrity empowers leader behavior and employee voice; in confirming the hypothesis, they translated the BI scale from English to Arabic and back, which caused no validity loss.

The above findings were essential for the conduct of the study. I used the BI scale, as others used the MLQ form, in various cultural settings, while consistently producing reliable and valid results. This matters for the present study in two major ways because different cultures perceive behavioral integrity differently (Simons et al., 2007). Friedman et al. (2018) concluded that employees in Far Eastern cultures have more tolerance for leader behavior, finding that Korean and Taiwanese subordinates—unlike Western employees in a similar situation—do not perceive a breach of promise by their supervisor as necessarily negative (Friedman et al., 2018). This matters because Thailand was also a Far Eastern culture, and it proved the utility of the BI scale in a Thai context. Nevertheless, results would require interpretation from a cultural perspective.

Translated the instrument from English to Thai and back to English would be necessary. Simons et al. (2018) reported that translations had occurred successfully without causing validity loss; however, the reported translations took place between

English, Spanish, and Dutch—culturally similar languages using the same alphabet

(Simons, et al., 2011). Elsetouhi et al. (2018) later confirmed that reliability persisted

when translating the BI scale between English and Arabic in both directions; this is

important because English and Arabic use different sign systems, and are far more

different than English is from the European languages. Like Arabic, Thai was culturally

very distinct from English and used different alphabets; even so, a translation from

English to Thai and back might not cause a significant loss of validity.

It remained to determine the exact number of items and the Likert-type scale's nature to

be used for the present study. The BI scale with eight items, using the 5-point Likert

scale, appeared to be commonly used. Moreover, the study findings showed that

researchers integrated the BI scale successfully into larger measurement constructs,

consisting of several different scales. The reliability of this approach combines various

preexisting measurement tools into one construct, too.

Path Analysis

Researchers use path analysis to analyze retrieved data, determining direct

dependencies between different variables (Pearl & Mackenzie, 2018). The use of path

analysis allows for understanding causal links in the path of effects (Albert et al., 2019).

The researcher often refers to path analysis as a special form of multiple regression

analysis emphasizing causality. Path analysis can also entail structural equation

modeling, not using a measurement model (Pearl & Mackenzie, 2018). Researchers often

used it in the context of statistics (Pearl & Mackenzie, 2018). It gives the complete

information about correlations between variables (MacKinnon et al., 2000). American

geneticist Sewall Wright developed path analysis in the early twentieth century (MacKinnon et al., 2000). Like the MLQ form and the BI scale, it originated from North America.

I identified six articles published between 2016 and 2018 that used path analysis. These studies were conducted in Asia (Han et al., 2016), Australia (Wipulanusat et al., 2018), Europe (Glasø et al., 2018), and North America (Allen et al., 2018). Studies took place in different institutional settings: large companies (Han et al., 2016), a nonprofit organization (Allen et al., 2018), and public service organizations (Wipulanusat et al., 2018). Slemp et al. (2018) conducted a review of previous studies on leader autonomy support in the workplace in various geographic settings; their meta-analytic path analysis confirmed the motivation processes associated with leader autonomy support and its impact on workplaces, testing a self-determination theory derived model for confirmation purposes. The researchers used Iavaan packages of open-source R software to carry out the path analysis and found all paths in the path analysis diagram significant. The resulting findings revealed that autonomy support could function as a leadership behavior to spark employees' self-determination motivation in a workplace setting, thus improving efficiency.

Glasø et al. (2018) analyzed leadership behaviors' effect on followers' work engagement and intention to leave the organization. Path analysis mediation models were run in MPlus 7.4 to assess a cross-sectional sample of 312 employees. The models helped to arrive at findings, which revealed that positive leadership behaviors were—despite common anticipation—more effective than negative leadership behaviors. The

researchers suggested using a longitudinal study design for future research to explore causality among different variables. Han et al. (2016) examined how transformational leaders affect employees' knowledge sharing; they studied 600 employees in five large companies in South Korea, using path analysis to test the proposed model. The testing of a direct path from the variable transformational leadership to the variable of followers' knowledge sharing did not prove significant. Still, overall results demonstrated a direct impact of transformational leadership on psychological empowerment, organizational citizenship behavior, and commitment.

Allen et al. (2018) created a servant leadership model, commitment, and empowerment in a nonprofit organization in the northeastern United States. They conducted a path analysis combining all nonprofit organization variables in one initial, exploratory model. In this model, the researchers included all their initial theoretical correlations but eliminated paths if they could not prove any significance of these paths. Insignificant paths between structural empowerment and organizational commitment on the one hand and different dimensions of psychological empowerment, on the other hand, were removed. After removing the insignificant paths, the researchers developed a specified model that fit the data well and proved all remaining paths to be significant. The researchers concluded that structural empowerment supported the impact of servant leadership on organizational commitment in their nonprofit organization (Allen et al., 2018).

Dimas et al. (2018) analyzed the impact of team resilience on effectiveness aspects like group experience quality and team viability. They conducted the study in 40 companies and used path analysis to test the hypothesis and analyze structural models with the variables under observation. In so doing, they observed a strong correlation between the independent variables, team size, and team resilience. The use of the control variable group experience quality in the path analysis could be justified. The researchers revealed that transformational leadership behaviors could promote team resilience (Dimas et al., 2018). Wipulanusat et al. (2018) examined organizational culture and leadership's influence on two innovative constructs, career satisfaction, and workplace innovation. They conducted their study in the Australian public services sector, surveying 3,125 engineers. The researchers used path analysis to analyze the theoretical correlations between structural models' variables (Wipulanusat et al., 2018). Besides structural models, they used a measurement model applying confirmatory factor analysis. The researchers ran all calculations with AMOS 22.0 and SPSS software. A post hoc modification was required; Wipulanusat et al. (2018) added new paths and applied changes only to paths that were hypothetically justifiable. The large sample size allowed the above modification. The researchers found all indirect pathways to be significant (Wipulanusat et al., 2018).

These results are significant in the context of the present study. Path analysis was developed in a North American context but has proved successfully applicable in diverse geographic settings, in different types of organizations, for various leadership studies. Path analysis should thus be useful for a study conducted in Thailand, in profit-oriented

logistics organizations, analyzed aspects of transformational leadership. Unlike the BI scale, path analysis was not subject to cultural limitations. Certain paths between variables in the study could prove to be insignificant. For the present study, a larger study sample size would more easily justify a potential modification and support the validation of possible significant outcomes. A longitudinal study design would help validate the study's potential findings, but time limitations made this simply infeasible.

Summary and Transition

In this literature review, I focused on three sets of variables: the independent variable of transformational leadership, the intervening variable of ethical behavior, and the dependent variable of organizational performance. This chapter examined the foundations of transformational leadership and ethical behavior theories, going back to Burns and Bass's original contributions in the first case and eighteenth-century philosophers Kant and Bentham in the second case. The situation of the logistics industry in Thailand was related in some detail. The literature review examined various quantitative measurement tools utilized in leadership studies and studies on ethical behavior and organizational performance relationships. Transformational leadership theory was found to apply to all fields of society (Bass, 1985; Ha-Vikström & Takala, 2018). Transformational leadership is especially useful in organizations undergoing extensive structural change. It is the only form of leadership referring to ethical leadership (Hoch et al., 2018), thus contributing to positive social change (Bass, 1985; Pandey et al., 2016). Transformational leadership can indirectly affect organizational performance by improving human resources management, innovation, and organizational

climate as mediating factors (Hyland et al., 2015; Para-González, 2018). American

corporations take ethical behavioral standards more seriously than Thai organizations

(Marta & Singhapakdi, 2005); corruption, fraud, and theft are deeply rooted in Thai

society (Hellmann, 2017).

Two measurement tools for transformational leadership and behavioral integrity

originated from North America: Avolio and Bass's (1995) multifactor leadership

questionnaire and Simons et al.'s (2007) behavioral integrity scale. Both are universally

applicable in different countries and languages (Elsetouhi et al., 2018; Zhu et al., 2019;).

Researchers have successfully used the BI scale in nonwestern and Far Eastern cultural

contexts (Friedman et al., 2018). The measurement instrument of path analysis is likewise

universally applicable (Han et al., 2016).

The literature review revealed a gap of research on transformational leadership

and its indirect impact on organizational performance, using ethical behavior as a

mediating factor focusing on the context of logistics organizations in Thailand

(Akaraborworn & Sritanyarat, 2017; Bunnoiko & Atthirawong, 2017). The lack of the

above-described literature constitutes a gap. Transformational leadership would be useful

to Thailand's logistics managers to improve employees' ethical behavior standards

(Bunrueang et al., 2019), which would be a prerequisite for improved organizational

performance (Dansomboon et al., 2016). Such an improvement is required for Thailand's

logistics industry; it risks falling further behind compared to the regional ASEAN

competitors in the logistics sector, Malaysia and Singapore (Seermcheep & Chirathivat,

2015). Without an improvement in the organizational performance of the logistics sector,

Thailand's Board of Investment will not be able to turn the nation into a Southeast Asian logistics nexus, as called for in the "Thailand 4.0" initiative (Kersten et al., 2015).

Chapter 3 detailed the research methodology for estimating the correlations among the independent variable of transformational leadership to the intervening variable of ethical behavior and ethical behavior to the controlling variable of organizational performance. The research design incorporates measurement tools, including the multifactor leadership questionnaire by Avolio and Bass (1995), while also utilizing path analysis. In Chapter 3, I justified the choice of population and the method of data collection, provided an assessment of the measurement tools concerning internal and external validity, and offered an introduction and discussion of the ethical clearance aspects of the research.

Chapter 3: Research Method

The purpose of this study was to examine relationships among transformational leadership style, ethical behavior, and logistics organizational performances. The aim of this research was to investigate these relationships within logistics firms in Thailand. This chapter details the research design and rationale; the research questions and hypotheses; the methodology and sample population; the sampling, recruitment, participation, and data collection procedures; the instrumentation and operationalization of constructs; threats to external, internal, and construct validity; and ethical concerns.

Research Design and Rationale

This quantitative nonexperimental correlational study depended on adequate means of measurement to produce reliable results. Simply measuring the financial, organizational performance resulting from ethical behavior instilled in employees was not enough. Wudhikarn et al. (2018) proposed a useful model for measuring the previously neglected human resource-related aspects of logistics organizational performance—especially recognition, development, and appropriate use of company-internal intellectual capital—along with the financial aspects. Using an appropriate quantitative tool for analysis was also a key concern. Han et al. (2016) applied path analysis successfully to confirm the impact of transformational leadership behaviors on instilling a new behavior within employees and changing their knowledge sharing. The quantitative tool of path analysis was useful for rendering the interdependence of dependent, mediating, and independent study variables in numerical values. Path analysis proved a suitable tool for the present study, applicable for describing relationships among variables. Measuring

human resources qualities' impact on organizational financial performance by using path analysis helped generate precise data for evaluation.

Three research questions guided this study. This section illustrates each research question with emphasis on research constructs for conceptualization. The proposed questions aimed to empirically investigate the indirect effects of the independent variable (transformational leadership) on the dependent variable (logistics organizational performance), taking into account the mediating variable (ethical behavior) as link between the other two. This proposed research model advanced the current body of knowledge by analyzing overall effects among three constructs, unlike the existing ones that focus on individual relationships (Albert et al., 2019).

RQ1: What is the direct effect of each of the four dimensions of transformational leadership on the two dimensions of ethical behavior separately in Thai logistics organizations?

$H_0 1$: There is no direct effect of the four dimensions of transformational leadership separately on the two dimensions of ethical behavior separately in Thai logistics organizations as measured by quantitative survey instruments.

$H_a 1$: There is a direct effect of the four dimensions of transformational leadership separately on the two dimensions of ethical behavior separately in Thai logistics organizations as measured by quantitative survey instruments.

The above hypotheses were tested by means of multiple regression. I measured the independent variable, transformational leadership by utilizing the multifactor leadership questionnaire (MLQ-5x), and the intervening variable, ethical behavior in

Thailand's logistics organizations, by using Simon's BI scale. The hypothesis test assessed whether transformational leadership statistically relates to ethical behavior in Thai logistics organizations.

RQ2: What is the direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations?

$H_0$2: There is no direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

H_a2: There is a direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

These hypotheses were tested by means of multiple regression. The intervening variable, ethical behavior in Thai logistics organizations, was measured by using Simon's BI scale. I measured the dependent variable, organizational performance in Thai logistics organizations, using the Tsamenyi financial performance measurement scale and Hill's international customer satisfaction survey for ISO 9000:2000 to measure financial performance and customer satisfaction, respectively. The hypothesis test assessed whether ethical behavior relates to organizational performance in Thailand's logistics organizations.

RQ3: Do the two dimensions of ethical behavior separately mediate the effect of transformational leadership as a composite across its four dimensions on the two dimensions of organizational performance separately in Thai logistics organizations?

$H_0$3: The two dimensions of ethical behavior separately do not mediate the effect of transformational leadership as a composite across its four dimensions on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

H_a3: The two dimensions of ethical behavior separately do mediate the effect of transformational leadership as a composite across its four dimensions on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

The above pairs of hypotheses were tested employing path analysis. Data retrieved by measuring the independent variable, transformational leadership, were correlated with data retrieved by measuring the intervening variable, ethical behavior, and with data retrieved by measuring the dependent variable, organizational performance. The hypothesis test assessed whether ethical behavior has a statistically significant impact on mediating the influence of transformational leadership on organizational performance in Thai logistics organizations.

The study design includes measuring the variables objectively using published instruments. The instrument selected to measure the independent variable, transformational leadership, was the MLQ-5x. The instrument chosen to measure the dependent variable, ethical behavior, was Simon's BI scale; the instruments selected to

measure the dependent variable organizational performance were the Tsamenyi financial performance measurement scale, used to measure financial performance, and Hill's international customer satisfaction survey for ISO 9000:2000. With this study, I extended prior research into the relationships between transformational leadership, ethical behavior, and organizational performance in Thailand's logistics organizations to assess whether transformational leadership can initiate improved employee behavior resulting in a better organizational performance.

Methodology

Population

This study's target population consisted of men and women who serve in management positions in logistics organizations in Thailand. For the purpose of this research study, the chosen managers were professionals, aged 30 to 60, who managed logistics services for those organizations. The study sample included individuals of both genders with diverse educational experiences. The participants have varied experience in their respective organizations for more than ten years. The managers have experience with diverse logistics organizational purposes, hold varying degrees of responsibility for technical staff, and supervise differing numbers of followers in their respective organizations.

Sampling and Sampling Procedures

The National Statistical Council's secondary data indicates that there are, overall, about

7,150 logistics organizational firms in Thailand (National Statistical Council, 2018). The

record further indicates 581 logistics companies located in Bangkok. Considering

research constraints such as limited time and budget, I focused solely on Bangkok's

logistics companies. These companies in the capital city represented the whole

population. Since the study population was a finite set of logistics companies ($N = 581$), I

applied the technique proposed by Krejcie and Morgan (1970) to determine the

appropriate sample size. The following formula describes the technique for use:

$$\text{Sample size} = \frac{x^2 \, NP \, (1 - P)}{d^2 \, (N - 1) + x^2 \, P \, (1 - P)} \qquad \text{where}$$

x^2 is the total value of Chi-square at a degree of freedom equal to 1 to achieve the

desired confidence level. In this study, I used $\alpha = 0.05$, so that $x^2_{0.05} = 3.84$.

- N is the population size,

- P is the population proportion (assumed 0.5), and

- d is the degree of accuracy.

Krejcie and Morgan (1970) created a table to determine the ratio between

population size and sample size. The details of the sample size are as follows.

Table 1

Determining Sample Size from a Given Population

Population size	Sample size
460	210
480	214
500	217
550	226
600	234

Adapted from "Determining sample size for research activities. Educational and psychological measurement," by R. V. Krejcie and D. W. Morgan, 1970, *Educational and Psychological Measurement, 30*, p. 607–610.

In Table 1, a population size of 600 corresponded to a sample size of 234 at a ratio of 2.56:1. Therefore, the minimum sample size of 234 Thailand logistics organizations was necessary to achieve a sufficient response rate. I planned to deliver the sample survey to two managers from each logistics organization: overall, I wanted to retrieve data from 468 department managers at 234 Thailand logistics organizations.

Many uncontrollable factors could have prevented retrieving reliable data. The literature suggested conducting a census to achieve effective data collection free from bias (Salant & Dillmann, 1994). A census is the process of gathering, recording, and listing data about a population and its members in a structured and systematic fashion (Anderson, 2015). A census helps establish universality within a defined area, recurrence, and simultaneity (Morning, 2015). A census is often used for statistical purposes. A census is different from sampling, in which data are only collected from a segment of a given population (Salant & Dillmann, 1994).

I intended to employ qualified SurveyMonkey as a tool for surveying the target audience. Again, the study target population met the required conditions to participate. All were adults aged 30 to 60 and identified themselves as department managers in

logistics organizations. To minimize bias, I included participants who self-identified as senior managers in logistics organizations in this study regardless of their ethnicity or gender or their logistics organization's mission, vision, size, or location in Bangkok.

Procedures for Recruitment, Participation, and Data Collection

Recruitment Procedures

I conducted a census sampling of all participants through private companies in Bangkok, Thailand. The participants were managers and senior managers working in logistics organizations. The selected respondents were aged 30 to 60 and identified themselves as department managers in the organizations. Department managers in the logistics industry possessed information relevant to the study. Department managers in the above age group were required to have profound technical knowledge about how to issue complex air, sea, and land freight documents and how to calculate the freight class; they must understand how the class is determined and how to read and analyze supply-chain data. In addition, the industry of transportation and distribution is one of the fastest-changing industries. Therefore, it requires an adaptive leader who can lead the organization effectively by responding to the dynamic demands of customers and who can make sound decisions under every circumstance.

The data collection plan called for survey-based research. I used SurveyMonkey as a methodological tool for examining audiences. SurveyMonkey was inexpensive, widely used, simple to use, and offered diverse features. I could transfer the retrieved survey data directly to computer programs for data analysis; this option helped decrease data entry errors. The audience could properly provide consent to participate in the study.

A high response rate was essential to make the results more reliable. To this end, I kept track of the respondents via phone calls, urging them to complete the survey within 7 business days. I estimated the overall time for gathering data around 30 days. After I received all data, I transferred the gathered information into a Microsoft Excel 2016 document. Moreover, I used the information with Statistical Package for the Social Sciences (SPSS) Version 24 for data analysis purposes.

Informed Consent

The informed consent form was delivered to the participants with details about the purpose of the survey, their right to withdraw from the study, their privacy rights, and contact information for both the researcher and Walden's institutional review board (IRB), in case of concerns. Participants understood that the researcher was a doctoral candidate in the Management in Leadership program. All participants were informed that their participation would last between 20 to 30 minutes and that I would keep all their responses confidential.

Instrumentation and Operationalization of Constructs

This study utilized three main constructs to account for the variables under examination: transformational leadership (TL), ethical behavior (EB), and organizational performance (OP). I tested and verified hypotheses by using empirical evidence gathered from the logistics organizations. The parameters and measurement indicators were crucial for statistical data analysis. In the first section of the questionnaire, I asked the participants to provide their personal information for demographic purposes. These data were essential to increase the validity of informational sources. The questions referred to

gender, highest education level, age, position, previous business experience in the

logistics and supply chain networks, number of years of experience, organizational

purpose, and number of followers.

Transformational Leadership (TL)

The construct definition followed the guidelines of Avolio and Bass's (1995)

MLQ-5X. Potential respondents were asked to respond to 20 items in the MLQ-5X, using

a 5-point Likert scale with response options ranging from 1 (not at all) to 5 (frequently if

not always) (Avolio & Bass, 1995). I expected to assess the transformational leadership

dimensions idealized influence, inspirational motivation, intellectual stimulation, and

individualized consideration. Avolio and Bass (1995) recommended measuring

transformational leadership continuity by using 20 MLQ-5X items: managers should use

four items for each of the five subscales to describe their self-perception of their own

leadership style. Therefore, the study design comprised of five of the nine MLQ-5X

subscales. The five subscales selected were the ones used to measure transformational

leadership: (a) idealized influence—attributes, (b) idealized influence—behaviors, (c)

inspirational motivation, (d) intellectual stimulation, and (e) individualized consideration.

Cronbach's α of the MLQ exceeded the generally accepted scale of α > .70 (Van

Jaarsveld et al., 2019).

Ethical Behavior (EB)

Ethical behavior is perceived as openly visible behavior, which communicates the

moral values of society: such as professional impartiality, integrity, and honesty (Holmes

& Parker, 2018). For study purposes, ethical behavior was measured using Simons's

behavioral integrity scale, which comprises the two dimensions (a) hypocrisy and (b) credibility. Simons et al. (2007) suggested that each subscale's measurement indicator should include at least eight questions to overcome a common method bias. Answering the same question, a response with a low numerical value indicated hypocrisy, and a response with a high numerical value indicated credibility. A 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed for measuring the four items for each subscale.

Organizational Performance (OP)

I measured the organizational performance in two dimensions: financial performance and customer satisfaction. Financial performance is measured by profit gained—that is, the difference between money earned and spent (Tsamenyi et al., 2011). I used the Tsamenyi financial performance measurement scale to measure financial performance (Tsamenyi et al., 2011). The assessment for all measures was done using six questions with a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Customer satisfaction is defined as the proportion of customers who had a satisfactory experience—that is, one that exceeded their expectations—with a company and its products or services (Farris et al., 2010). I measured customer satisfaction by using Hill's international customer satisfaction survey for ISO 9000:2000 (Hill et al., 2007). The assessment for all customer satisfaction measures was done using seven questions with a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Klaus & Maklan, 2012).

Data Analysis Plan

The statistical techniques used in the study generated both descriptive statistical data (e.g., means, standard deviations, frequency distributions), which are necessary for conducting parametric tests and data resulting from correlational analysis to assess the strength of the relationship between variables. I used SPSS to analyze the existing relationship among variables. The purpose of using a correlation analysis was to test the linearity and thus verify the strength of two variables. SPSS was suitable for such calculations and obtained the results from instrumental subscale measurements. Before testing the research hypotheses, data screening procedures identify potential miscoding of constructs. I used the retrieved data to increase the reliability of the analysis. Once the correlation between the variables was tested, I continued to perform both regression and path analyses.

I conducted multiple regression analysis using SPSS to perform normality and skewness testing of the gathered data. Curtis et al. (2015) described how normality tests could be useful to determine whether a data set was well-modeled by assessing whether it possessed a normal distribution. Furthermore, Curtis et al. (2015) found it possible to compute the likelihood of normal distribution for a random variable underlying the data set. By doing so, I created a scatter plot and ran a statistical correlation analysis to measure the relationship's strength among continuous variables. By indicating the strength and direction between two continuous variables, the correlational analysis offered an assessment of the phenomenon's causality (Curtis et al., 2015). In the study, Pearson's correlation coefficient r indicated the strength of the association of the

variables. Pearson's correlation coefficient must be at least 0.8 for each variable for the instrument to be reliable. The instruments and measurement indicators included Likert scales (on a range from 1 to 5 points), which were treated as continuous variables (Avolio & Bass, 1995). I applied Cronbach's alpha for reliability testing on a subscale level to establish internal validity. The statistical value was above 0.7, indicating that the measurement items were reliable and good enough for further statistical analysis.

I used correlational and path analysis to analyze the study data. Researchers using path analysis study both the indirect and direct effects among variables and test models and theoretical relationships (Albert et al., 2019). Researchers use bivariate correlations to measure the linear relationship between the independent and dependent variables (Hair et al., 2006). If the bivariate correlation coefficient r ranges from -1 to $+1$, it indicates the linearity degree of the continuous variables (Hair et al., 2006). I expected the result to show either a strong linear relationship or a positive or a negative correlation between two underlying variables. If I observed a positive correlation, test results from both variables would point in the same direction. If I observed a negative correlation, the variable test results would point in opposing directions. When the linear assumption proves to be satisfactory after examining the normality of the residuals, it is time to proceed further. Conducting a regression analysis to test the research hypotheses is then the next step. I used the p-value ($p < 0.05$) to determine type 1 errors to arrive at a rejection of the null hypothesis (Albert et al., 2019).

This study used path analysis to test the research hypotheses because the study's conceptual research model had more than one dependent variable. Path analysis is

suitable for dealing with complicated relationships (Walker et al., 2019). Two main requirements for path analysis must be fulfilled. First, causal relationships between variables must go in the same direction. Second, the variables must have a clear chronological order since the independent variable must precede the following variables (Ahmad et al., 2019). Confirmatory factor analysis statistical supports within path analysis were used to analyze the significance and reliability (Mortazavi., 2017). The maximum likelihood (ML) technique was employed to calculate the factor loading by estimating the parameters in a probabilistic data-generating model (Lambert et al., 2018). Kaiser-Meyer-Olkin (KMO) was used to measure how suited the data was for factor analysis (Lambert et al., 2018). The minimum value should be higher than 0.6 indicated the sampling was adequate.

Research Questions and Hypotheses

The correlational design was a nonexperimental design whereby the researcher examined the relationship among two or more variables in a natural setting without manipulation (Bloomfield & Fisher, 2019). In a correlational design, the researcher determines the strength of the relationship between variables by examining how a change in one variable correlates with another variable. The basic research questions and hypotheses were as follows:

RQ1: What is the direct effect of each of the four dimensions of transformational leadership on the two dimensions of ethical behavior separately in Thai logistics organizations?

$H_0 1$: There is no direct effect of the four dimensions of transformational

leadership separately on the two dimensions of ethical behavior separately in Thai

logistics organizations as measured by quantitative survey instruments.

$H_a 1$: There is a direct effect of the four dimensions of transformational leadership

separately on the two dimensions of ethical behavior separately in Thai logistics

organizations as measured by quantitative survey instruments.

RQ2: What is the direct effect of the two dimensions of ethical behavior

separately on the two dimensions of organizational performance separately in Thai

logistics organizations?

$H_0 2$: There is no direct effect of the two dimensions of ethical behavior separately

on the two dimensions of organizational performance separately in Thai logistics

organizations as measured by quantitative survey instruments.

$H_a 2$: There is a direct effect of the two dimensions of ethical behavior separately

on the two dimensions of organizational performance separately in Thai logistics

organizations as measured by quantitative survey instruments.

RQ3: Do the two dimensions of ethical behavior separately mediate the effect of

transformational leadership as a composite across its four dimensions on the two

dimensions of organizational performance separately in Thai logistics organizations?

$H_0 3$: The two dimensions of ethical behavior separately do not mediate the effect

of transformational leadership as a composite across its four dimensions on the

two dimensions of organizational performance separately in Thai logistics

organizations as measured by quantitative survey instruments.

*H*_a3*:* The two dimensions of ethical behavior separately do mediate the effect of

transformational leadership as a composite across its four dimensions on the two

dimensions of organizational performance separately in Thai logistics

organizations as measured by quantitative survey instruments.

Threats to Validity

External Validity

Researchers must establish external validity, ensuring that the instruments used in

a study provide generalizable results whose findings are applicable to entire populations.

If other researchers were to repeat the study in a different situation, the research design

must ensure that they arrive at similar results (Campbell & Stanley, 2015). Four factors

affecting the study participants determine whether external validity is given or not:

interaction effect of testing, interaction effects of selection biases and the experimental

variable, reactive effects of experimental arrangements, and multiple-treatment

interference (Campbell & Stanley, 2015).

When two or more tests occur, an interaction between the first and second test

may happen, which may threaten external validity by having; the first test results alter the

results of the last test. The researcher excluded this factor for the study: study

participants' completion of the survey questionnaire involved only one process. The

conditions of the study did not alter the experience of the study participants: they

received and completed the questionnaire in their normal work environments. The work

environment as a general setting for questionnaire completion was appropriate for

allowing data generalization. The researcher used an identical questionnaire for all study

participants. Each study participant was required to complete the questionnaire at only one point in time to avoid creating a non-erasable effect of earlier exposure onto later exposure. The researcher did not use other study participants as control groups whose establishment could affect the study results' external validity (Campbell & Stanley, 2015). The researcher aimed to establish external validity.

Internal Validity

Researchers attempt to establish internal validity by determining causal relationships among variables and isolating these relationships from confounding factors by using appropriate research design and measurement tools (Campbell & Stanley, 2015). Eight confounding factors threaten internal validity: history, maturation, testing, instrumentation, statistical regression, selection, experimental mortality, and selection-maturation interaction (Campbell & Stanley, 2015). The researcher aimed to suppress the impact of the above factors, as follows

The researcher aimed to retrieve data using a single questionnaire-based measurement process. Therefore, no history of events occurred between the first and second measurements, which could have threatened the consistency of retrieved results. Setting a short timeframe (7 business days) for survey completion and intending to gather all data within approximately 30 days avoided a significant maturation effect. There was no noticeable difference between questionnaires completed at the beginning or the end of the survey timeframe.

No pretesting took place, which could have changed the latter score of the main assessment; study participants completed the survey in a single sitting. Only the

researcher observed the measurement process. I used SurveyMonkey as an instrument, which allowed me to export data directly from the completed questionnaires into data analysis software, thus establishing internal validity by reducing the risk of data entry errors. Statistical regression can occur when using study participants whose scores are extremely deviant from average. The use of a correlational study design, in combination with regression analysis, could minimize the effect. Aside from bivariate correlations, researchers could use regression analysis and path analysis as statistical tests to establish enhanced internal validity (Patel et al., 2013).

The selection of study participants could have resulted in two issues. First, choosing only logistics organizations from Bangkok could yield a sample that was not entirely representative of the overall Thai logistics sector. Second, using self-reported surveys could introduce bias as accurate, but unflattering answers could have resulted in a loss of face. I assumed that Bangkok's logistics companies would be representative enough to allow generalization of results; in addition, I guarantee that all retrieved data would be treated anonymously should have helped to reduce potential study participant bias.

I did not expect experimental mortality in the form of a study participant dropout, as the timeframe of survey completion was too short for this. An interaction between study participant selection and maturation was also unlikely to occur; neither selection nor maturation alone posed a high risk of establishing internal validity. Furthermore, a multiple-group design was not used, further establishing internal validity and avoiding inconclusive results (Campbell & Stanley, 2015).

Construct Validity

Construct validity is given when applying a construct measures a construct empirically as defined by a theory (Freeborough & Patterson, 2016). When researchers want to establish construct validity, they aim to create a high degree of consistency between the theoretical definition and the corresponding empirical measurement result (Freeborough & Patterson, 2016). Both theory and practical application must support the interpretation of the construct. Statistical analysis and experiments indicating that the construct supports the theory substantially contribute to construct validity (Cronbach & Meehl, 1955).

I used the above-chosen measurement tools to ensure construct validity. Chosen measurement instruments were Avolio and Bass's (1995) multifactor leadership questionnaire (MLQ-5x) and Simons's behavioral integrity scale (Simons et al., 2007), both of which employ 5-point Likert-type scales. Researchers confirmed in previous studies that the use of the MLQ-5x offers strong construct validity (Avolio & Bass, 2004). Cronbach's alpha is one of the most popular methods for measuring internal construct validity (O'Leary-Kelly & Vokurka, 1998), and was successfully used to establish reliability for each MLQ-5x subscale using Likert-type scales (Fields, 2009) and for Simons's BI scale (Erkutlu & Chafra, 2016). That made new testing of the two measurement instruments within the context of the study unnecessary, as other researchers had proven their reliability already. All study instruments used Likert-type scales for measurement purposes. I further verified the construct validity by running Cronbach's alpha test using the reliability command in SPSS.

Ethical Procedures

The researcher received approval from the Walden University Institutional Review Board (IRB) before the beginning of the study (Walden University, 2020). The retrieved IRB approval number is included in the completed study. I followed the IRB's guidelines for the ethical code of conduct (Walden University, 2020). I randomly selected study participants to minimize potential bias, guaranteed participants' anonymity and data confidentiality to reduce potential bias regarding self-reported data, and preserved confidentiality by adequate means of coding; I could not backtrack from the data collection tools to uncover the participants' identities. In addition, I preserved the privacy and personality rights of participants at all times in compliance with academic standards for ethical conduct (Maheu-Giroux & Castro, 2013).

I fully disclosed to participants the purpose and methods of conducting the study. Their understanding of the survey was intended to be as close to my understanding as possible. I was available to answer questions from participants regarding the completion of the study. I informed participants about their rights, emphasizing that participation happened voluntarily. In return, I received signed informed consent forms to indicate compliance. Participants had the right to withdraw from the study at any time. I did not expect significant withdrawal numbers, as the timeframe for study completion was brief—only seven business days. Study participants benefitted from the study; I disclosed the study results to them via social media platforms. The study results could potentially be useful to them; this raised a possibility of bias, but not a significant one. The

researcher informed study participants on how to use study-relevant SurveyMonkey software.

I established data validity using Cronbach's alpha test, path analysis, regression analysis, and bivariate correlations in Statistical Package for the Social Sciences (SPSS) software. Only I have access to the data. The data files are password-protected. I do not duplicate participant data or use them for purposes outside of the study. Data are stored on a computer for a minimum of 5 years. I will destroy the data afterward. Concerning the conduct of the study, I was not aware of any conflict of interest, nor was I aware of any significant ethical dilemma (Babbie, 2014).

Summary

In this chapter, I provided an overview of the following elements of methodology: research design, research rationale, population, sampling, sampling procedures, recruitment procedures, participation, data collection, data analysis plan, and threats to validity. The purpose of this quantitative non-experimental study was to examine relationships among transformational leadership style, ethical behavior, and logistics organizational performance. Transformational leadership was the independent variable. Ethical behavior was the mediating, intervening variable. The organizational performance was the dependent, controlling variable. I tested the relationship between the variables and the research hypotheses, employing path analysis and regression analysis.

Targeted study participants consisted of department managers in 581 Bangkok-based Thailand logistics organizations. Of this population, I expected a valid response from 468 department managers from 234 logistics companies. I used SurveyMonkey

software as a New Media outreach tool. The questionnaire included the following measurement tools: Avolio and Bass's multifactor leadership questionnaire (MLQ-5x) with 20 items, Simons's behavioral integrity scale with eight questions, the tsamenyi financial performance measurement scale, Hill's international customer satisfaction survey for ISO 9000:2000. All instruments employed a 5-point Likert-type scale. After collection, retrieved information was analyzed using SPSS software. I used all target population data according to academic guidelines for ethical conduct. After five years, I will destroy the information.

In Chapter 4, I included elements of study results in the following order: data collection, target population recruitment, response rate, and the demographic and descriptive characteristics of the sample. I discussed the appropriateness and reliability of the sample and deliver results on regression tests used on the three variables. The intent was to answer the research questions.

Chapter 4: Results

Introduction

The purpose of this quantitative non-experimental correlational study was to examine the relationships among the independent variable of transformational leadership and the intervening variable of ethical behavior, and of ethical behavior to the controlling variable of organizational performance. This chapter includes information on data collection, participant demographics, research questions, hypothesis testing, descriptive statistics, study results, and the findings that emerged from the analysis. There were three research questions in the study, wherein I gathered and analyzed questionnaire responses from participants. The research questions and hypotheses guiding this study were as follows:

RQ1: What is the direct effect of each of the four dimensions of transformational leadership on the two dimensions of ethical behavior separately in Thai logistics organizations?

$H_0 1$: There is no direct effect of the four dimensions of transformational leadership separately on the two dimensions of ethical behavior separately in Thai logistics organizations as measured by quantitative survey instruments.

$H_a 1$: There is a direct effect of the four dimensions of transformational leadership separately on the two dimensions of ethical behavior separately in Thai logistics organizations as measured by quantitative survey instruments.

RQ2: What is the direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations?

$H_0 2$: There is no direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

$H_a 2$: There is a direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

RQ3: Do the two dimensions of ethical behavior separately mediate the effect of transformational leadership as a composite across its four dimensions on the two dimensions of organizational performance separately in Thai logistics organizations?

$H_0 3$: The two dimensions of ethical behavior separately do not mediate the effect of transformational leadership as a composite across its four dimensions on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

$H_a 3$: The two dimensions of ethical behavior separately do mediate the effect of transformational leadership as a composite across its four dimensions on the two dimensions of organizational performance separately in Thai logistics organizations as measured by quantitative survey instruments.

Chapter 4 includes descriptive characteristics of the sample and statistical tests used for the quantitative analysis. I describe the data collection process, the statistical

analysis (accompanied by tables and figures to facilitate interpretation), and the results. I conclude the chapter with a summary of the findings to provide information to transition to Chapter 5. I present the quantitative analysis, conclusions, implications for future research, and research implications to social change.

Data Collection

After receiving approval from Walden's IRB (Approval # 08-07-20-0665806), I distributed the research survey through SurveyMonkey to an audience response panel. The study target population met the required conditions to participate: adults were in the age range from 30 to 60. They had been employed for more than ten years, self-identifying themselves in their role as managers in Thailand's logistics organizations. I distributed the survey questionnaire to 581 Thailand logistics organizations, which forwarded the questionnaires to 1,162 department managers. Data for the study were collected from August 12, 2020, to September 9, 2020. At the end of the survey period, I received a total of 582 manager's responses through the electronic SurveyMonkey instrument, yielding a response rate of 50.09%. 62 retrieved questionnaires with responses were incompletely answered and included missing items. On the MLQ-5x questionnaire, 17 respondents delivered surveys with missing data items. On the BI scale questionnaire, nine respondents delivered surveys with missing data items. On the customer satisfaction questionnaire, five respondents delivered surveys with missing data items. On the financial performance measurement scale, eight respondents delivered surveys with missing data items. 23 respondents delivered surveys with missing data items on more than one questionnaire or scale simultaneously. The 520 respondents

providing complete, useful survey responses satisfied the minimum sample size of 468

individuals, which is necessary to establish generalizability to the population. The revised

response rate was 44.75% of 1,162 department managers. There were no discrepancies in

the plan of data collection.

Participant Demographics

This study was conducted with a diverse population of logistics managers of

different ages and from different companies, all with responsibility for logistics

operations within a Thai logistics organization. Participants were invited to participate in

the study if they were on the managerial level. There were 477 ($n = 91.73\%$) male

participants and 43 ($n = 8.27\%$) female participants. The actual gender ratio in the

Thailand logistics organizations is for department manager position 11.09:1, favoring

men over women. The most frequently observed category of age was 55 to 60 ($n =$

24.04%). In the revised sample, 41.92% of respondents were 50 to 60 years of age. A

majority (58.65%) of all revised respondents were 45 to 60 years of age. A majority of

revised respondents (52.88%) had 21 to 30 years of tenure in the industry.

Table 2 shows a detailed description of the demographic characteristics provided

by the survey participants.

Table 2

Demographic Characteristics of the Sample

Variable	n	%
Gender		
Male	477	91.73
Female	43	8.27

Age (years)

30–34	42	8.08
35–39	93	17.88
40–44	80	15.38
45–49	87	16.73
50–54	93	17.88
55–60	125	24.04

Years of tenure

10–20	245	47.12
21–30	275	52.88

N = 520.

Coding and Scoring

The survey included three variables: transformational leadership, ethical behavior, and organizational performance. The variable transformational leadership comprises the four dimensions idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Each of the four dimensions was assessed using five items. The measurement tool was a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). I averaged the five yielded numerical values to create a mean for each dimension and then averaged the four means for all dimensions to create an overall mean for the variable. Other researchers used the procedure of averaging all dimensional scores in order to retrieve the score for the entire variable (Randy-Cofie, 2018). I interpreted a numerical value above three as supporting the research hypothesis and a numerical value below three as rather unsupportive towards the research hypothesis.

The variable ethical behavior is composed of two dimensions, credibility, and hypocrisy. Both dimensions function in juxtaposition to each other. I assessed both

dimensions using the same eight items. A numerical value above three was indicative of credibility, whereby a numerical value below three was indicative of hypocrisy. I created an average mean for both dimensions from the eight yielded numerical values. While I equated the mean for credibility with the score for ethical behavior overall, I regarded hypocrisy as indicative of a lack of ethical behavior. I reverse-scored the numerical values for all items indicating hypocrisy to avoid the averaging-out of the differences.

The variable organizational performance is composed of two dimensions, customer satisfaction, and financial performance. I assessed customer satisfaction using seven items and financial performance using six items. I averaged the different numerical scores to yield the means for both dimensions and then calculated the overall mean for the variable out of the two-dimensional means. Other researchers also used the procedure of averaging all dimensional scores in order to retrieve the score for the entire variable (Randy-Cofie, 2018).

Results

Descriptive Statistics

The study employed descriptive statistics to visualize the overall characteristics of the data gathered. The descriptive statistics used in the study consist of mean, standard deviations, and correlation analysis. The purpose of using a fundamental set of quantitative techniques is to understand the linear correlation effect between the independent variable (transformational leadership) and the dependent variables (ethical behavior and organizational performance) in the Thai logistics industry. If the expected result reveals linearity characteristics, the use of multiple regression and path analysis

would definitely be appropriate. This section will describe the details of each variable—

transformational leadership, ethical behavior, and organizational performance—using the

mean (*M*) and the standard deviation (*SD*). Tables 3–5 list the mean and standard

deviation for the variables.

Table 3

Descriptive Statistics for Transformational Leadership Variable

Transformational leadership	*M*	*SD*	
Idealized influence			
I re-examine critical assumptions to question whether they are appropriate.	1.53	0.51	
I talk about my most important values and beliefs.	2.24	0.97	
I seek differing perspectives when solving problems.	2.78	1.32	
I talk optimistically about the future.	3.26	1.31	
I instill pride in others for being associated with me.	1.78	1.02	
Inspirational motivation			
I talk enthusiastically about what needs to be accomplished.		1.61	0.65
I specify the importance of having a strong sense of purpose.	4.01	1.43	
I spend time teaching and coaching.	3.41	1.48	
I go beyond self-interest for the good of the group.	3.33	1.30	
I treat others as an individual rather than just as a member of the group.	3.36	1.31	
Intellectual stimulation			
I act in ways that builds others' respect for me.	3.28	1.35	
I consider the moral and ethical consequences of decisions.	3.38	1.38	
I display a sense of power and confidence.	3.37	1.30	
I articulate a compelling vision of the future.	3.65	1.13	
I consider an individual as having different needs, abilities, and aspirations from others.	3.47	1.26	
Individualized consideration			
I get others to look at problems from many different angles.	3.49	1.15	

I help others to develop their strengths.	3.57	1.25
I suggest new ways of looking at how to complete assignments.	3.90	1.16
I emphasize the importance of a collective sense of mission.	3.65	1.21
I express confidence that goals will be achieved.	3.63	1.21
Total	3.14	0.88

Table 3 presents the mean and standard deviation of transformational leadership. Regarding transformational leadership within the dimension of idealized influence, the total mean of transformational leadership within idealized influence was 2.32. When considering each item, it showed that "I talk optimistically about the future" had the highest mean ($M = 3.26$), followed by "I seek differing perspectives when solving problems" ($M = 2.78$), and "I talk about my most important values and beliefs" ($M = 2.24$).

Regarding transformational leadership within the dimension of inspirational motivation, the total mean of transformational leadership within inspirational motivation was 3.14. When considering each item, it showed that "I specify the importance of having a strong sense of purpose" had the highest mean ($M = 4.01$), followed by "I spend time teaching and coaching" ($M = 3.41$), and "I treat others as an individual rather than just as a member of the group" ($M = 3.36$).

Regarding transformational leadership within the dimension of intellectual stimulation, the total mean of transformational leadership within intellectual stimulation was 3.43. When considering each item, it showed that "I articulate a compelling vision of the future" had the highest mean ($M = 3.65$), followed by "I consider an individual as

having different needs, abilities, and aspirations from others" ($M = 3.47$) and "I consider

the moral and ethical consequences of decisions" ($M = 3.38$).

Regarding transformational leadership within the dimension of individualized

consideration, the total mean of transformational leadership within individualized

consideration was 3.65. When considering each item, it showed that "I suggest new ways

of looking at how to complete assignments" had the highest mean ($M = 3.90$), followed

by "I emphasize the importance of having a collective sense of mission" ($M = 3.65$) and

"I express confidence that goals will be achieved" ($M = 3.63$).

I measured ethical behavior within the dimensions of credibility and hypocrisy by

asking the respondents to rate the opinion scores in the questions. The idea was to restrict

and avoid the common method bias. As both dimensions functioned as a juxtaposition to

each other, I assessed both credibility and hypocrisy by using the same eight items. While

I equated the mean for credibility with the score for ethical behavior overall, I regarded

hypocrisy as indicative of a lack of ethical behavior. The details of the descriptive

statistics follow in Table 4.

Table 4

Descriptive Statistics for Ethical Behavior Variable

Ethical behavior	*M*	*SD*
There is not a match between my followers' words and actions.	3.04	1.30
My followers do not deliver on promises.	3.47	1.35
My followers do not practice what they preach.	3.41	1.25
My followers do not do what they say they will do.	3.48	1.17
My followers conduct themselves by the same values they talk about.	3.21	1.35
My followers show the same priorities that they describe.	3.32	1.31
When my followers promise something, I can be certain that it will happen.	3.58	1.24

If my followers say they are going to do something, they will.	3.54	1.18
Total	3.38	1.05

Ethical behavior was defined as openly visible behavior, which communicates the moral values of society: such as professional impartiality, integrity, and honesty (Holmes & Parker, 2018). The total mean of ethical behavior within the dimension of credibility was 3.38. When considering each item, it showed that "When my followers promise something, I can be certain that it will happen" had the highest mean ($M = 3.58$), followed by "If my followers say they are going to do something, they will" ($M = 3.54$) and "My followers do what they say they will do" ($M = 3.48$).

Regarding ethical behavior within the dimension of hypocrisy, the total mean of ethical behavior within hypocrisy was 1.62. When considering each item, it showed that "When my followers promise something, I can be certain that it will happen" had the lowest mean ($M = 1.42$), followed by "If my followers say they are going to do something, they will" ($M = 1.46$) and "My followers do what they say they will do" ($M = 1.52$). The lower the mean, the higher was the indication of hypocrisy. The numerical values for the dimensions of credibility and hypocrisy would be combined always add up to the maximum possible score of 5 within a 5-point Likert-type scale.

Table 5

Descriptive Statistics for Organizational performance variable

Organizational performance	*M*	*SD*
Financial performance		

Your company achieves ROI.	3.15	1.39
Your company achieves profitability.	3.21	1.29
Your company achieves cost control.	3.22	1.24
Your company achieves a good sales turnover.	3.28	1.23
Your company holds a significant market share.	3.08	1.30
Your company engages in market development.	3.04	1.26

Customer satisfaction

Your company delivers on time.	3.55	1.21
You company offers product quality.	3.50	1.21
Your company responds with speed to inquiries/problems.	3.46	1.15
Your company offers after sales support to customers.	3.41	1.19
Your company possesses the ability to innovate products & services.	3.41	1.17
Your company offers a competitive price to customers.	3.42	1.12
Your company has short lead times.	3.46	1.34
Total	3.31	0.95

The organizational performance was measured in two dimensions: financial performance and customer satisfaction. Financial performance was defined as a form of financial profit gained as the difference between money earned and spent (Tsamenyi et al., 2011). The total mean of organizational performance within the dimension of financial performance was 3.16. When considering each item, it showed that "Your company achieves a good sales turnover" had the highest mean ($M = 3.28$), followed by "Your company achieves cost control" ($M = 3.22$) and "Your company achieves profitability" ($M = 3.21$).

The total mean of organizational performance within the dimension of customer satisfaction was 3.45. When considering each item, it showed that "Your company delivers on time" had the highest mean ($M = 3.50$), followed by "Your company offers

product quality" ($M = 3.46$) and "Your company responds with speed to inquiries/problems, and your company has short lead times" ($M = 3.46$).

Statistical Assumptions

The statistical assumptions necessary for hierarchical multiple regression were linearity, normality, and homoscedasticity. I employed scatter plots to test the linearity and normality. The following figures show scatter plots for the independent variable transformational leadership against the dependent variable dimensions hypocrisy and credibility, and for the dependent variable ethical behavior against the dependent variable dimensions financial performance and customer satisfaction.

Figure 2 illustrates a scatter plot between the dependent variable dimension hypocrisy and the independent variable. The figure demonstrates an oblong oval shape, suggesting a slightly positive linear trend. Thus, the linearity assumption was satisfied. I used a multiple linear regression for testing the hypotheses related to RQ1.

Figure 2

Scatter Plot Between Transformational Leadership and Hypocrisy
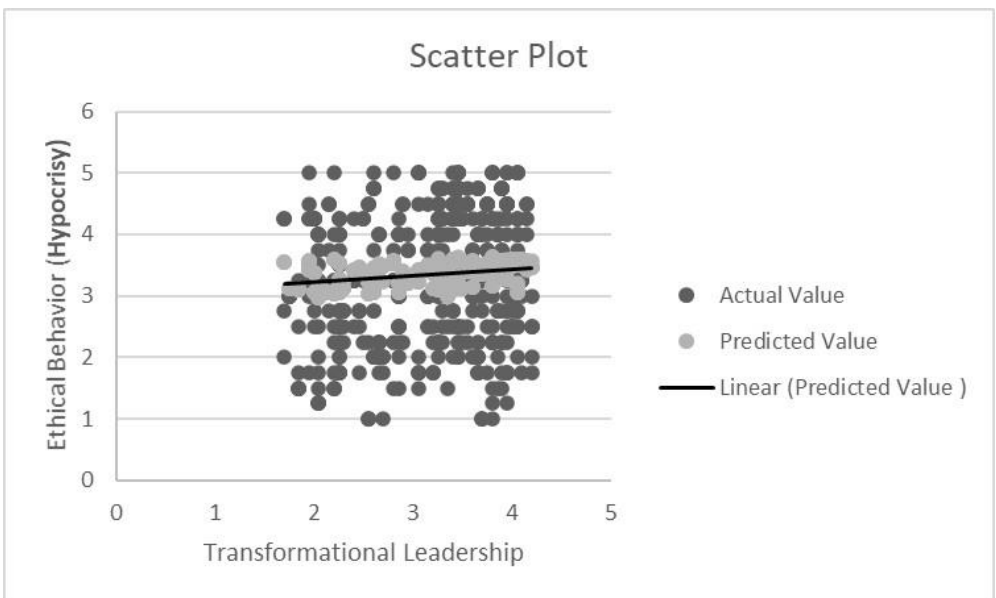
Figure 3

Scatter Plot Between Transformational Leadership and Credibility
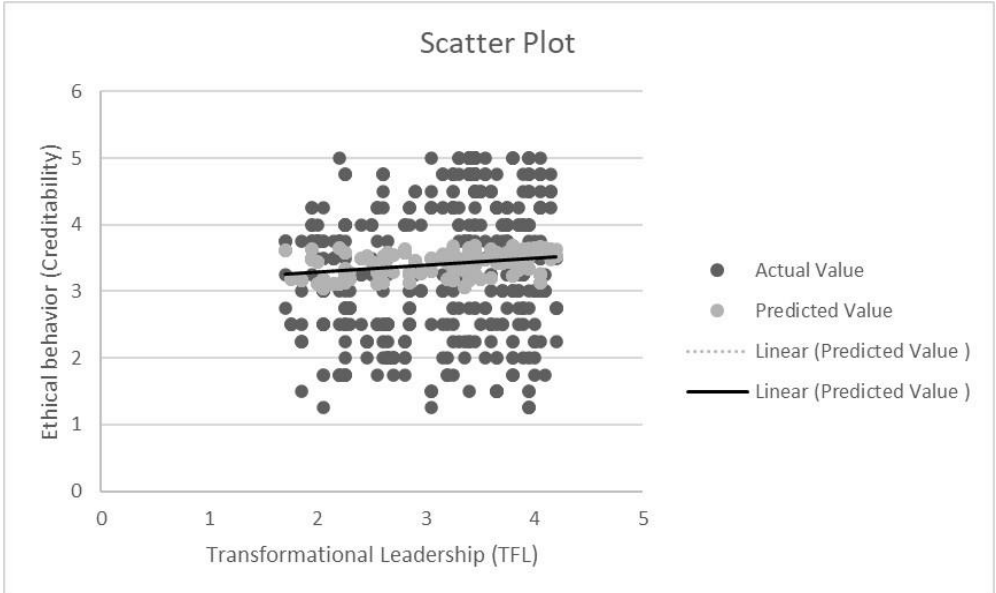
Similarly, Figure 3 illustrates a scatter plot between the dependent variable dimension credibility and the independent variable. This figure likewise demonstrates an oblong oval shape, suggesting a slightly positive linear trend. Thus, the linearity

assumption was satisfied. I used a multiple linear regression for testing the hypotheses related to RQ1.

Figure 4

Scatter Plot Between Ethical Behavior and Financial Performance
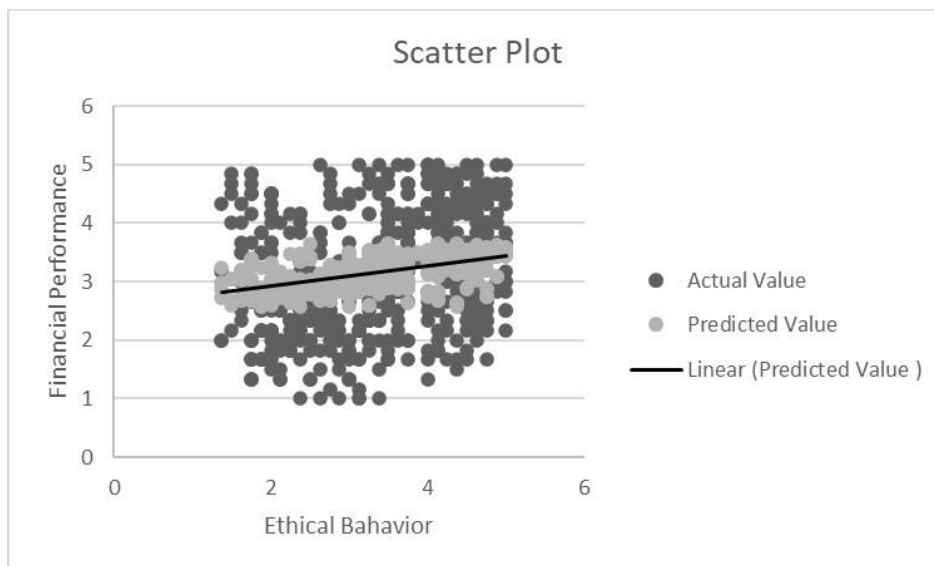
As when testing the linearity assumption related to RQ1, I used a scatter plot to investigate the correlations between the dependent variable ethical behavior and the dependent variable organizational performance (as defined by the dimensions of financial performance and customer satisfaction). Within the context of the study, I examined the linearity and normality assumptions of the RQ2. Figures 4 and 5 showed an oblong oval shape to both plots, suggesting a slightly positive linear trend. Therefore, the linearity assumption was again satisfied. I used a multiple linear regression for testing the hypotheses related to RQ2.

Figure 5

Scatter Plot Between Ethical Behavior and Customer Satisfaction
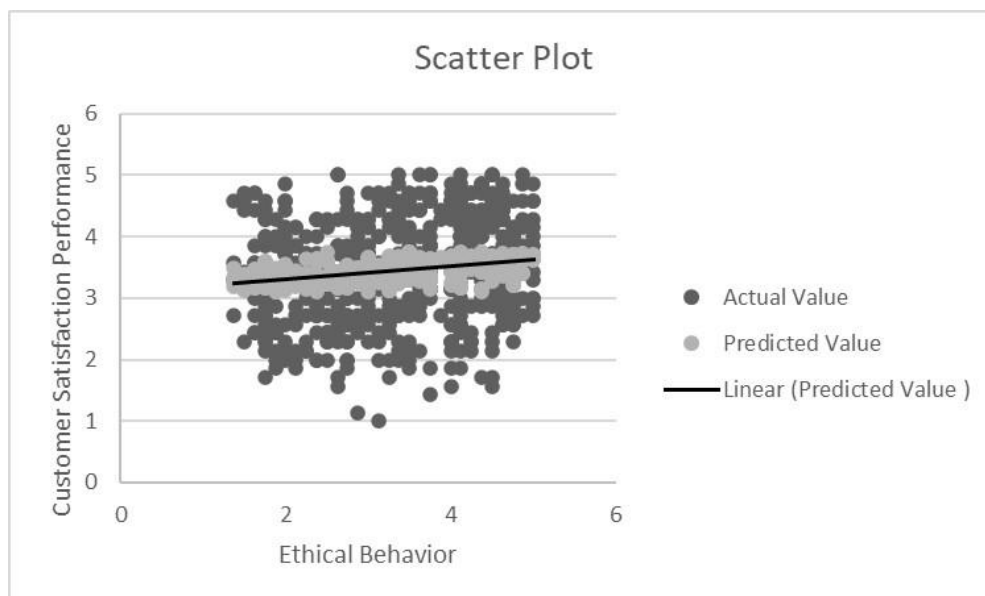
All figures showed reasonably straight lines from left to right, which indicated that the normality assumption was satisfied. A plot of the standardized residuals against the standardized predicted values strongly suggested that the homoscedasticity assumption was satisfied due to the center's points. I also used this plot to demonstrate that the sample had no outliers, as all points were distanced less than three units from the center.

Statistical Analysis Findings: Research Question 1 and Hypothesis 1

Addressing the first research question (RQ1), a multiple linear regression was conducted to determine if idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration could significantly predict ethical behavior within hypocrisy. The results of the multiple regression were significant F (4, 515) = 7.994, $p < 0.05$, R^2 = .275. The R^2 (.275) value indicated approximately 27.5% of the variation in the dependent variable was accounted for by the set of predictors. Three

significant factors positively affect ethical behaviors. The regression analysis found that transformational leadership within idealized influence ($t = 3.575$, $p = 0.000$), and intellectual stimulation ($t = 2.515$, $p = 0.030$) positively affected ethical behavior within hypocrisy from a moral perspective by decreasing the effect of hypocrisy. In addition, individualized consideration had a positive impact on hypocrisy from a moral perspective by decreasing the effect of hypocrisy ($t =1.985$, $p = 0.020$). If the level of transformational leadership within idealized influence and Intellectual stimulation as well as Individualized consideration increased 1 point, it would cause the ethical behavior in terms of hypocrisy perspective hypocrisy, increasing 0.157, 0.290 and 0.309 points respectively.

Table 6

ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.409	4	8.852	7.994	.000[b]
	Residual	570.325	515	1.107		
	Total	605.734	519			

a. Dependent variable dimension: Hypocrisy
b. Predictors: (Constant), Individualized consideration, Idealized influence, Inspirational motivation, Intellectual stimulation

A 95% confidence interval was used for each coefficient estimated in the model for hypothesis 1. With a 95% confidence, the coefficient for idealized influence was estimated to be between –0.425 and –0.041; with 95% confidence, the coefficient for intellectual stimulation was estimated to be between –0.455 and –0.081; and with 95% confidence, the coefficient for individualized consideration was estimated to be between

0.100 and 0.511. Table 6 depicts the study descriptive statistics. Table 7 depicts the

regression summary. The regression equation was ethical behavior within hypocrisy =

3.064 + 0.157 (idealized influence) + 0.290 (intellectual stimulation) + 0.309

(individualized consideration). The impact of transformational leadership (in terms of

idealized influence, intellectual stimulation, and individualized consideration) could help

to reduce hypocritical behavior in Thai logistics organizations. Therefore, managers who

have transformational leadership qualities could help to overcome the negativity of self-

direction (hypocrisy).

Table 7

Hypothesis 1 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	3.064	0.319		9.595	0.000	2.437	3.691
Individualized consideration	0.325	0.105	0.309	1.985	0.020	0.100	0.511
Intellectual stimulation	0.478	0.095	0.290	2.515	0.030	–0.455	-0.081
Idealized influence	0.533	0.098	0.157	3.575	0.000	–0.425	-0.041
Inspirational motivation	0.200	0.117	0.141	1.711	0.088	–0.030	0.430

a. Dependent variable dimension: Ethical behavior within hypocrisy

Addressing the first research question (RQ1), a multiple linear regression was conducted to determine if idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration could significantly predict ethical behavior within credibility. The results of the multiple regression were significant F (4, 515) = 10.133, $p < 0.05$, R^2 = .273. The R^2 (.273) value indicated approximately 7.3% of the variation in the dependent variable was accounted for by the set of predictors. The regression analysis found transformational leadership within intellectual stimulation (t = 2.784, p = 0.05) to affect ethical behavior within credibility positively. If the level of transformational leadership within intellectual stimulation increased 1 point, it would cause the ethical behavior within credibility to increase by 0.395 points. Intellectual stimulation and individualized consideration have a positive effect on ethical behavior in terms of credibility. The effects are 0.395 (t =3.860, p = 0.000) and 0.416 (t = 3.960, p = 0.000) respectively. The results illustrated that transformational leadership could generate the ethical behavior in terms of credibility. Transformational leadership within individualized consideration (t = 3.960, p = 0.000) positively influences ethical behavior within credibility. If the level of transformational leadership within individualized consideration increased 1 point, it would cause the ethical behavior within credibility to increase by 0.416 point.

Table 8

ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.280	4	9.820	10.133	.000[b]
	Residual	499.075	515	0.969		
	Total	538.356	519			

a. Dependent variable dimension: Credibility

b. Predictors: (Constant), Individualized consideration, Idealized influence, Inspirational motivation, Intellectual stimulation

A 95% confidence interval was used for each coefficient estimated in the model for hypothesis 1. With a 95% confidence, the coefficient for idealized influence was estimated to be between –0.344 and 0.017. With 95% confidence, the coefficient for intellectual stimulation was estimated to be between –0.520 and –0.169. With 95% confidence, the coefficient for individualized consideration was estimated to be between 0.195 and 0.580. Table 8 depicts the study descriptive statistics. Table 9 depicts the regression summary. The regression equation was ethical behavior within credibility = 2.922 + 0.395 (intellectual stimulation) + 0.416 (individualized consideration). The impact of transformational leadership (expressed in idealized influence, intellectual stimulation, and individualized consideration) could significantly help to improve the credibility behavior of leaders in the logistics industry. The managers who have the transformational leadership style could improve credibility, which could make the companies in focus look more positive from the perspective of others.

Table 9

Hypothesis 1 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.922	0.299		9.782	0.000	2.335	3.509
Individualized consideration	0.388	0.098	0.416	3.960	0.000	0.195	0.580
Intellectual stimulation	0.344	0.089	0.395	3.860	0.000	–0.520	–0.169
Idealized influence	0.163	0.092	0.382	2.784	0.058	–0.344	0.017
Inspirational motivation	0.203	0.110	0.152	1.851	0.065	–0.012	0.418

a. Dependent variable dimension: Ethical behavior within credibility

Statistical Analysis Findings: Research Question 2 and Hypothesis 2

Addressing the second research question (RQ2), a multiple linear regression was conducted to determine if hypocrisy and credibility could significantly predict organizational performance within a financial performance. The results of the multiple regression were significant $F(2, 517) = 26.523$, $p < 0.05$, $R^2 = .093$. The R^2 (.093) value indicated approximately 9.3% of the variation in the dependent variable was accounted for by the set of predictors. The regression analysis found ethical behavior within hypocrisy ($t = 4.384$, $p = 0.000$) to influence organizational performance within the dimension of financial performance significantly. If the level of ethical behavior within hypocrisy increased 1 point, it would cause the organizational performance within financial performance to decrease by 0.316 point. There was a positive impact of credibility, equated with ethical behavior on financial performance ($t = 3.182$, $p = 0.05$). If the level of ethical behavior within credibility increased 1 point, it would cause the organizational performance within financial performance to increase by 0.295 point.

Table 10

ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.555	2	25.777	26.523	.000[b]
	Residual	502.461	517	0.972		
	Total	554.016	519			

a. Dependent variable dimension: Financial performance
b. Predictors: (Constant), Credibility, Hypocrisy

Table 11

Hypothesis 2 Coefficients

	Unstandardized Coefficients		Standardized Coefficients	*t*	Sig.	95.0% Confidence Interval for *B*	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.197	0.154		14.278	0.000	1.895	2.499
Hypocrisy	–0.302	0.069	–0.316	4.384	0.000	0.167	0.437
Credibility	0.253	0.073	0.295	3.182	0.05	0.157	0.370

a. Dependent variable dimension: Organizational performance within financial performance

A 95% confidence interval was used for each coefficient estimated in the model for hypothesis 2. With 95% confidence, the coefficient for hypocrisy was estimated to be between 0.167 and 0.437. With 95% confidence, the coefficient for credibility was estimated to be between 0.157 and 0.370. Table 10 depicts the descriptive study statistics. Table 11 depicts the regression summary. The regression equation was organizational performance within financial performance = 2.197 - 0.306 (hypocrisy) + 0.295 (credibility). The impact of ethical behavior (equated with credibility) can significantly

help increase the Thailand logistics industry's financial performance. Managers having

ethical behavior can improve credibility and reduce hypocrisy, which could help provide

financial advantages to the companies in focus.

Table 12

ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.279	2	8.140	11.224	.000[b]
	Residual	374.929	517	0.725		
	Total	391.208	519			

a. Dependent variable dimension: Customer satisfaction
b. Predictors: (Constant), Credibility, Hypocrisy

Table 13

Hypothesis 2 Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.876	0.133		21.639	0.000	2.615	3.137
Hypocrisy	–0.127	0.059	–0.158	2.131	0.034	0.010	0.244
Credibility	0.146	0.063	0.054	1.768	0.045	–0.078	0.170

a. Dependent variable dimension: Organizational performance within customer satisfaction

Addressing the second research question (RQ2), a multiple linear regression was

conducted to determine if hypocrisy and credibility could significantly predict

organizational performance within customer satisfaction. The results of the multiple

regression were significant $F (2, 517) = 11.224$, $p < 0.05$, $R^2 = .042$. The R^2 (.042) value

indicated approximately 4.2% of the variation in the dependent variable was accounted

for by the set of predictors. The regression analysis found ethical behavior within

hypocrisy ($t = 2.131$, $p = 0.034$) to influence organizational performance within customer

satisfaction significantly. If the level of ethical behavior within hypocrisy increased by 1

point, it would cause the organizational performance within customer satisfaction to

decrease by 0.158 points.

There was a positive effect of credibility on customer satisfaction ($t = 1.768$, $p =$

0.045). If the level of ethical behavior within credibility increased 1 point, it would cause

the organizational performance within customer satisfaction to increase.054 points. A

95% confidence interval was used for each coefficient estimated in the model for

hypothesis 2. With a 95% confidence, the coefficient for hypocrisy was estimated to be

between 0.010 and 0.244. With 95% confidence, the coefficient for credibility was

estimated to be between 0.078 and 0.170. Table 12 (above) depicts the study descriptive

statistics. Table 13 (above) depicts the regression summary. The regression equation was

organizational performance within customer satisfaction = 2.876 - 0.158 (hypocrisy) +

0.054 (credibility). The impact of ethical behavior (credibility equated with ethical

behavior) can significantly help to increase the customer satisfaction in the Thailand

logistics industry. Managers displaying ethical behavior can improve credibility and

reduce hypocrisy, which could help provide financial advantages to the companies in

focus.

Statistical Analysis Findings: Research Question 3 and Hypothesis 3

In order to address the third research question (RQ3) and related hypotheses, I conducted a mediation analysis to determine whether ethical behavior in the dimensions of credibility and hypocrisy can help to improve the positive relationship between transformational leadership and organizational performance in the dimensions of financial performance and customer satisfaction. The details of each research sub-question are described as follows:

RQ3a**.** Does ethical behavior within credibility positively mediate the relationship between transformational leadership and organizational performance within financial performance in Thai logistics organizations?

$H_0$3a: Ethical behavior within credibility does not positively mediate the relationship between transformational leadership and organizational performance within financial performance in Thai logistics organizations.

H_a3a: Ethical behavior within credibility positively mediates the relationship between transformational leadership and organizational performance within financial performance in Thai logistics organizations.

RQ3b. Does ethical behavior within credibility positively mediate the relationship between transformational leadership and organizational performance within customer satisfaction in Thai logistics organizations?

$H_0$3b: Ethical behavior within credibility does not positively mediate the relationship between transformational leadership and organizational performance within customer satisfaction in Thai logistics organizations.

H_a3b: Ethical behavior within credibility positively mediates the relationship between transformational leadership and organizational performance within customer satisfaction in Thai logistics organizations.

RQ3c. Does ethical behavior within hypocrisy negatively mediate the relationship between transformational leadership and organizational performance within financial performance in Thai logistics organizations?

$H_0$3c: Ethical behavior within hypocrisy does not negatively mediate the relationship between transformational leadership and organizational performance within financial performance in Thai logistics organizations.

H_a3c: Ethical behavior within hypocrisy negatively mediates the relationship between transformational leadership and organizational performance within financial performance in Thai logistics organizations.

RQ3d. Does ethical behavior within hypocrisy negatively mediate the relationship between transformational leadership and organizational performance within customer satisfaction in Thai logistics organizations?

$H_0$3d: Ethical behavior within hypocrisy does not negatively mediate the relationship between transformational leadership and organizational performance within customer satisfaction in Thai logistics organizations.

H_a3d: Ethical behavior within hypocrisy negatively mediates the relationship between transformational leadership and organizational performance within customer satisfaction in Thai logistics organizations.

Transformational leadership is the independent variable; ethical behavior and organizational performance are the dependent variables, while ethical behavior also functions as mediating variable. I employed path analysis to investigate the relationship between the three constructs, assuming a positive indirect effect of transformational leadership on increased organizational performance.

Before testing the indirect effects, I employed the confirmatory factor analysis (CFA): by using SPSS to combine the four dimensions of transformational leadership into a composite variable. I used the maximum likelihood (ML) estimator as a ground rotation technique for matrix factorization in the test. I used the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) and Bartlett's test of sphericity to create statistical reliability of performance (Allen et al., 2018). A researcher can use the KMO to measure each measurement indicator's satisfaction degree with a group of relationships. Academic scholars suggested that the minimum value should be higher than 0.6 (Dimas et al., 2018). Bartlett suggested in his test of sphericity regarding the null hypothesis that the correlation matrix was an identity matrix—that is, it is a matrix in which all diagonal elements equal 1, and all off-diagonal elements equal 0—rejecting this null hypothesis. Taken together, these tests provide a minimum standard that should be passed before a researcher conducts a factor analysis. Tables 14–16 show the results of factor loadings of transformational leadership as a single composite, ethical behavior in the dimensions of credibility and hypocrisy, and organizational performance in the dimensions of financial performance and customer satisfaction.

Table 14 shows a KMO value over 0.6 (0.897 > 0.600): indicating that this KMO analysis can be used for the factor analysis. Bartlett's test of sphericity's value shows that the approximate chi-square is 8676.172, $df = 19$ at a significant level of $0.00 < 0.05$. Based on both crucial indicators, I conclude that the confirmatory factor analysis can be considered reliable and can be used for further analysis.

Table 14

The Factor Loadings of Transformational leadership

No.	Construct	Factor Loading	KMO value
	Transformational Leadership		0.897
1	I re-examine critical assumptions to question whether they are appropriate.	0.975	
2	I talk about my most important values and beliefs.	0.964	
3	I seek differing perspectives when solving problems.	0.945	
4	I talk optimistically about the future.	0.941	
5	I instill pride in others for being associated with me.	0.936	
6	I talk enthusiastically about what needs to be accomplished.	0.915	
7	I specify the importance of having a strong sense of purpose.	0.904	
8	I spend time teaching and coaching.	0.900	
9	I go beyond self-interest for the good of the group.	0.896	
10	I treat others as an individual rather than just as a member of the group.	0.875	
11	I act in ways that build others' respect for me.	0.869	
12	I consider the moral and ethical consequences of decisions.	0.857	
13	I display a sense of power and confidence.	0.846	
14	I articulate a compelling vision of the future.	0.729	
15	I consider an individual as having different needs, abilities, and aspirations from others.	0.715	
16	I get others to look at problems from many different angles.	0.689	
17	I help others to develop their strengths.	0.652	
18	I suggest new ways of looking at how to complete assignments.	0.624	
19	I emphasize the importance of having a collective sense of mission.	0.613	

| 20 | I express confidence that goals will be achieved. | 0.605 | |

Table 15

The Factor Loadings of Ethical Behavior

No.	Construct	Factor Loading	KMO value
	Hypocrisy		0.857
1	There is not a match between my followers' words and actions.	0.875	
2	My followers do not deliver on promises.	0.864	
3	My followers do not practice what they preach.	0.745	
4	My followers do not do what they say they will do.	0.741	
	Credibility		0.887
5	My followers conduct themselves with the same values they talk about.	0.905	
6	My followers show the same priorities that they describe.	0.897	
7	When my followers promise something, I can be certain that it will happen.	0.885	
8	If my followers say they are going to do something, they will.	0.842	

Table 15 shows a KMO value over 0.6 for both constructs: hypocrisy (0.857 > 0.600) and credibility (0.887 > 0.600). Results indicate that I can employ this KMO analysis for the factor analysis. Bartlett's test of sphericity's value shows that the approximate chi-square is 8976.572, while $df = 7$ at the significant level of $0.00 < 0.05$. Based on both crucial indicators, I conclude that the confirmatory factor analysis can be considered reliable and can be used for further analysis.

Table 16

The Factor Loadings of Organizational Performance

No.	Construct	Factor Loading	KMO value
	Financial Performance		0.876
1	Your company achieves ROI.	0.885	

2	Your company achieves profitability.	0.874	
3	Your company achieves cost control.	0.845	
4	Your company achieves good sales turnover.	0.841	
5	Your company holds a significant market share.	0.837	
6	Your company engages in market development	0.835	
	Customer Satisfaction		0.877
7	Your company delivers on time.	0.935	
8	Your company offers product quality.	0.897	
9	Your company responds with speed to inquiries/problems.	0.889	
10	Your company offers after-sales support to customers.	0.872	
11	Your company possesses the ability to innovate products & services.	0.865	
12	Your company offers a competitive price to customers.	0.859	
13	Your company has short lead times.	0.846	

Table 16 shows a KMO value over 0.6 for both constructs: financial performance (0.876 > 0.600) and customer satisfaction (0.877 > 0.600). Results indicate that I can also employ this KMO analysis for the factor analysis. Bartlett's test of sphericity's value also shows that the approximate chi-square is 8866.972, while $df = 12$ at the significant level $0.00 < 0.05$. Based on both crucial indicators, I conclude again that the confirmatory factor analysis can be considered reliable and may be used for further analysis.

I described a detailed path analysis for each sub-research question. I began with the first two questions. The details are illustrated as follows.

Research sub question RQ3a (related to H_a3a): Does ethical behavior within credibility positively mediate the relationship between transformational leadership and organizational performance within financial performance in Thai logistics organizations?

Research sub question RQ3b (related to H_a3b): Does ethical behavior within credibility positively mediate the relationship between transformational leadership and organizational performance within customer satisfaction in Thai logistics organizations?

I conducted a multiple linear regression to address the first RQ3 research sub question (RQ3a): to determine if transformational leadership could significantly predict organizational performance within a financial performance. The results of the multiple regression were significant: F (2, 517) = 10.224, $p < 0.05$, $R^2 = .047$. The R^2 (0.047) value of approximately 4.7% of the dependent variable's variation was accounted for by the set of predictors. Using regression analysis, I found transformational leadership ($t = 2.745$, $p = 0.005$) to influence organizational performance within financial performance significantly. If the level of transformational leadership increased by 1 point, it would cause the organizational performance within the financial performance to increase by 0.278 points. I used a 95% confidence interval for each coefficient estimated in the model for hypothesis 3b. With 95% confidence, the coefficient for transformational leadership was estimated to be between 0.010 and 0.244. Table 17 depicts the study descriptive statistics. Table 18 depicts the regression summary.

Table 17

ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.429	2	8.972	10.224	.000[b]
	Residual	542.445	515	1.327		
	Total	596.884	517			

a. Dependent variable dimension: Organizational performance within financial performance
b. Predictors: (Constant), Transformational leadership

Table 18

Hypothesis 3a Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.896	0.163		21.539	0.000	2.615	3.137
Transformation leadership	0.327	0.379	0.278	2.745	0.000	0.010	0.244

a. Dependent variable dimension: Organizational performance within a financial performance

I conducted a multiple linear regression when addressing the second RQ3 research sub question (RQ3b): to determine if transformational leadership could significantly predict organizational performance within customer satisfaction. The results of the multiple regression were significant: $F (2, 517) = 8.994$, $p < 0.05$, $R^2 = .035$. The R^2 (.035) value of approximately 3.5% of the dependent variable's variation was accounted for by the set of predictors. Using regression analysis, I found transformational leadership ($t = 2.531$, $p = 0.004$) to influence organizational performance within customer satisfaction significantly. If the level of transformational leadership increased by 1 point, it would cause the organizational performance within customer satisfaction to increase by 0.158 points. I used a 95% confidence interval for each coefficient estimated in the model for hypothesis 2. With 95% confidence, the coefficient for transformational leadership was estimated to be between 0.010 and 0.244. Table 19 depicts the study descriptive statistics. Table 20 depicts the regression summary.

Table 19

ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.409	2	8.952	8.994	.000[b]
	Residual	540.345	515	1.307		
	Total	585.754	517			

a. Dependent variable dimension: Organizational performance within customer satisfaction
b. Predictors: (Constant), Transformational leadership

Table 20

Hypothesis 3b Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.886	0.143		21.639	0.000	2.615	3.137
Transformation leadership	0.157	0.159	0.158	2.531	0.004	0.010	0.244

a. Dependent variable dimension: Organizational performance within customer satisfaction

Ethical Behavior Within Credibility as a Mediator

I conducted a multiple linear regression addressing the first and second RQ3 sub-research questions (RQ3a, RQ3b) to determine if the mediating effect of ethical behavior within credibility could significantly predict the effect of transformational leadership on organizational performance within financial performance and customer satisfaction. The linear regression of sub hypothesis (3a) for testing is customer satisfaction $(Y) = \beta_0 + \beta_1(Tran) + \beta_2(Ttran \; x \; Creditability) + e$. In addition, the linear regression of

subhypothesis (3b) for testing is financial performance $(Y) = \beta_0 + \beta_1(Tran) +$

$\beta_2(Ttran\ x\ Creditability) + e.$

I employed the moderation analysis in the test to investigate whether ethical

behavior within credibility could positively improve the relationship between

transformational leadership and organizational performance within financial performance

and customer satisfaction. The multiple regression results show that there are significant

positive effects of ethical behavior within credibility as a mediator of the relationship

between transformational leadership and organizational performance within financial

performance. The regression results show that there were significant effects of F (2, 517)

$= 10.254, p < 0.05, R^2 = .065$. The R^2 (.065) value of approximately 6.5% of the

dependent variable's variation was accounted for by the predictors' set. Using the

regression analysis, I found transformational leadership $\times$ ethical behavior within

credibility $(t = 2.845, p = 0.000)$ to influence organizational performance within financial

performance significantly. If the level of transformational leadership increased by 1

point, it would cause the organizational performance within the financial performance to

increase by 0.628 points. I used a 95% confidence interval for each coefficient estimated

in the model for hypothesis 3a. With 95% confidence, the coefficient for transformational

leadership was estimated to be between 0.005 and 0.257.

I also found that ethical behavior within credibility would positively enhance the

relationship between transformational leadership and organizational performance within

customer satisfaction. The results of the multiple regression were significant F (2, 517) $=$

9.357, $p < 0.05, R^2 = .068$. The R^2 (.068) value of approximately 6.8% of the dependent

variable's variation was accounted for by the set of predictors. Using regression analysis,

I found transformational leadership × ethical behavior within credibility (t =2.735, p =

0.001) to influence organizational performance within customer satisfaction significantly.

If the level of transformational leadership increased by 1 point, it would cause the

organizational performance within the customer satisfaction to increase by 0.573 points. I

used a 95% confidence interval for each coefficient estimated in the model for hypothesis

3b. With a 95% confidence, the coefficient for transformational leadership was estimated

to be between 0.010 and 0.345. Table 21 depicts the regression summary of both

dependent variable dimensions.

Table 21

Hypothesis 3a and 3b Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.896	0.163		21.539	0.000	2.615	3.137
(1) Transformational leadership x Credibility	0.327	0.379	0.628	2.845	0.000	0.005	0.257
(2) Transformational leadership x Credibility	0.557	0.259	0.573	2.735	0.001	0.010	0.345

a. Dependent variable: Organizational performance: (1) financial performance and (2) customer satisfaction

To sum up the analyzed results, there is an indirect effect of transformational

leadership (tran) on organizational performance (organ) through ethical behavior within

credibility, at a statistical significance level of 0.05. I used mediation analysis—the most

common analytical tool for path analysis. Other researchers employed this tool in comparative study contexts (Gkolia et al., 2018; Han et al., 2016; Wipulanusat et al., 2018).

I also investigated the indirect effect of transformational leadership (tran) on organizational performance (organ) through ethical behavior within hypocrisy. I expected that ethical behavior within hypocrisy negatively mediated the relationship between transformational leadership and organizational performance within financial performance and customer satisfaction. The details are illustrated as follows.

Research sub question RQ3c (related to H_a3c): Does ethical behavior within hypocrisy negatively mediate the relationship between transformational leadership and organizational performance within financial performance in Thai logistics organizations?

Research sub question RQ3d (related to H_a3d): Does ethical behavior within hypocrisy negatively mediate the relationship between transformational leadership and organizational performance within customer satisfaction in Thai logistics organizations?

Ethical Behavior Within Hypocrisy as a Mediator

I conducted a multiple linear regression addressing third and fourth RQ3 sub-research questions: to determine if the mediating effect of ethical behavior within hypocrisy could significantly predict the effect of transformational leadership on organizational performance within financial performance and customer satisfaction. The linear regression of this sub hypothesis (3c) for testing is financial performance (Y) = $\beta_0 + \beta_1(Tran) + \beta_2(Ttran \; x \; Hypocrisy) + e$. In addition, the linear regression of this

subhypothesis (3d) for testing is customer satisfaction $(Y) = \beta_0 + \beta_1(Tran) +$

$\beta_2(Ttran \ x \ Hypocrisy) + e$.

I employed the moderation analysis in the test: to investigate if ethical behavior within hypocrisy can negatively affect the positive relationship between transformational leadership and organizational performance. The multiple regression results show significant negative effects of ethical behavior within the dimension of hypocrisy as a mediator of the relationship between transformational leadership and organizational performance. The regression results show that there were significant effects of F (2, 517) = 11.564, $p < 0.05$, R^2 = .265. The R^2 (.265) value of approximately 26.5% of the dependent variable variation was accounted for by the set of predictors. Using regression analysis, I found transformational leadership x ethical behavior within hypocrisy (t =2.756, p = 0.003) to influence organizational performance within financial performance significantly. If the level of transformational leadership increased by 1 point, it would cause the organizational performance within the financial performance to decrease by 0.546 points. A 95% confidence interval was used for each coefficient estimated in the model for hypothesis 3c. With 95% confidence, the coefficient for transformational leadership was estimated to be between 0.010 and 0.271.

Table 22

Hypothesis 3c and 3d Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	3.756	0.193		21.953	0.000	2.635	3.147
(1) Transformational leadership x Hypocrisy	−0.457	0.389	−0.546	2.756	0.003	0.010	0.271
(2) Transformational leadership x Hypocrisy	−0.769	0.239	−0.975	2.537	0.002	0.015	0.357

a. Dependent variable: Organizational performance: (1) financial performance and (2) customer satisfaction

I also found that ethical behavior within hypocrisy would negatively affect the relationship between transformational leadership and organizational performance within customer satisfaction. The results of the multiple regression were showing significant effects of $F (2, 517) = 9.537$, $p < 0.05$, $R^2 = .285$. The R^2 (.285) value of approximately 28.5% of the dependent variable variation was accounted for by the set of predictors. Using the regression analysis, I found transformational leadership x ethical behavior within hypocrisy ($t = 2.537$, $p = 0.002$) to influence organizational performance within customer satisfaction significantly. If the level of transformational leadership increased by 1 point, it would cause the organizational performance within the customer satisfaction to decrease by 0.975 points. I used a 95% confidence interval for each coefficient estimated in the model for hypothesis 3d. With 95% confidence, the

coefficient for transformational leadership was estimated to be between 0.015 and 0.357.

Table 22 (above) depicts the regression summary of both dependent variable dimensions.

Summary

Research Question 1 Finding

Using research question 1, I examined the direct effect of the four dimensions of transformational leadership separately on the two dimensions of ethical behavior separately in Thai logistics organizations. Results showed that transformational leadership within the dimensions of idealized influence, intellectual stimulation, and individualized consideration affected the ethical behavior within hypocrisy at a significant level of $p < 0.05$. Transformational leadership within the dimension of intellectual stimulation and individualized consideration affected ethical behavior within the dimension of credibility at a significant level of $p < 0.05$. Thus, the null hypothesis (H_01) was rejected, and the alternative hypothesis (H_a1) was accepted. However, transformational leadership within inspirational motivation dimension was not statistically significant over ethical behavior within either hypocrisy or credibility.

Research Question 2 Findings

Using research question 2, I examined the direct effect of the two dimensions of ethical behavior separately on the two dimensions of organizational performance separately in Thai logistics organizations. Results showed that ethical behavior within the hypocrisy dimension affected the organizational performance within financial performance at a significant level of $p < 0.05$. Ethical behavior within the dimension of credibility affected the organizational performance within financial performance at a

significant level of $p < 0.05$. Ethical behavior within the hypocrisy dimension affected organizational performance within the dimension of customer satisfaction at a significant level of $p < 0.05$. Ethical behavior within the dimension of credibility affected the organizational performance within customer satisfaction at a significant level of $p < 0.05$. Therefore, the null hypothesis ($H_0 2$) was rejected, and the alternative hypothesis ($H_a 2$) was accepted.

Research Question 3 Findings

Using research question 3, I examined the mediating effect of the two dimensions of ethical behavior separately on transformational leadership as a composite across its four dimensions on the two dimensions of organizational performance separately in Thai logistics organizations. Results showed that the indirect effect of transformational leadership on organizational performance was significant at a level of $p < 0.05$. The mediating effect of ethical behavior on the relationship between transformational leadership and organizational performance was also significant at a level of $p < 0.05$. Ethical behavior within the dimension of credibility affected the relationship between transformational leadership and organizational performance positively. Ethical behavior within the dimension of hypocrisy affected the relationship between transformational leadership and organizational performance negatively. The null hypothesis ($H_0 3$) was rejected, and the alternative hypothesis ($H_a 3$) was accepted.

Overall Summary of the Results of the Study

The survey questionnaire reached 1,162 department managers working in 581 Thailand logistics organizations. The first round of responses yielded 582 returned

surveys, representing a response rate of 50.09%. Of that initial 582, only 520 responses were complete and useful in the study context, representing a revised response rate of 44.75%. Revised respondents ranged in age from 30 to 60 and were employed in the field for a minimum of 10 years. The vast majority (91.73%) of all revised respondents were male, only 8.27% of all revised respondents were female. The sample size was representative of the overall population.

Based on the analysis of the data collected, I could reject all three null hypotheses and confirm all three alternative hypotheses. I found the direct and indirect effects of variables to be statistically significant. Only transformational leadership within the dimension of inspirational motivation was not statistically significant over ethical behavior within the two dimensions of hypocrisy and credibility and posed an exception. Nevertheless, the overall usefulness of the model remains intact. Moreover, the results confirm Bass's transformational leadership theory applicability in an intercultural, Asian, and specifically Thai context.

In Chapter 5, I discussed the conclusions, interprets the findings, details the study's limitations, and provides reflections on the study. I described which assumptions could be supported and which one could not. I also reflected on the theoretical contributions to leadership theory. The chapter included implications for social change, recommendations, and a concluding statement.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of the quantitative nonexperimental correlational study was to determine the relationships among transformational leadership of leading logistics managers in Thailand, ethical behavior, and organizational performance. There is an urgent need to improve ethical behavior in Thai logistics organizations in order to achieve better international competitiveness for the country's logistics industry. Studying how transformational leadership affects employees' ethical behavior in Thailand's logistics sector (Akaraborworn & Sritanyarat, 2017; Bunnoiko & Atthirawong, 2017) addresses a gap in the literature, as well.

Useful and complete survey data were collected from 520 respondents out of 1,162 department managers serving 581 Thailand logistics organizations. The online survey included questions from the multifactor leadership questionnaire by Avolio and Bass, Simons's BI scale, Tsamenyi's financial performance measurement scale, and Hill's customer satisfaction survey for ISO 9000:2000. The researcher conducted data analysis using a Microsoft Excel 2016 document and SPSS software (version 24).

The results demonstrated significant relationships between transformational leadership and ethical behavior and between ethical behavior and organizational performance. Transformational leadership within the dimensions of intellectual stimulation and individualized consideration significantly affected ethical behavior within the dimensions of credibility and hypocrisy. In addition, transformational leadership within the dimension of idealized influence affected ethical behavior within hypocrisy

significantly. However, transformational leadership within inspirational motivation did

not significantly impact ethical behavior within hypocrisy or credibility. Ethical behavior

within hypocrisy and credibility affected organizational performance significantly within

financial performance and customer satisfaction. Ethical behavior within credibility

mediated the relationship between transformational leadership and organizational

performance positively, while ethical behavior within hypocrisy mediated the relationship

between transformational leadership and organizational performance negatively. These

results could help Thai logistics managers improve the organizational performance of

their organizations. This chapter includes the interpretation of the findings resulting from

answering the three research questions; a discussion of the study limitations;

recommendations for further research; the implications of the study, with a focus on

positive social change; and the conclusion regarding the significance of the study.

Interpretation of Findings

This section discusses how the findings confirmed, disconfirmed, or extended

knowledge from the existing literature. The findings were interpreted within the context

of the theoretical study framework. The results were organized according to the research

question. Three research questions were used. The first research question examined the

relationship between the transformational leadership dimensions idealized influence,

intellectual stimulation, individualized consideration, and inspirational motivation, and

the ethical behavior dimensions hypocrisy and credibility. The second research question

examined the relationship between the ethical behavior dimensions hypocrisy and

credibility, and the organizational performance dimensions of financial performance and

customer satisfaction. The third research question examined how the ethical behavior dimensions hypocrisy and credibility mediate the relationship between transformational leadership and the organizational performance dimensions of financial performance and customer satisfaction.

Research Question 1

Answering research question 1 confirmed the significant relationship between transformational leadership and ethical behavior: the results were mostly, but not entirely, in line with knowledge in the existing peer-reviewed literature. Previous researchers had assumed that transformational leadership, in general, would make followers gain new knowledge (García-Morales et al., 2012); that followers would become more interested in their work based on intrinsic motivation (Boehm et al., 2015), and that employees could be motivated to act ethically beyond selfish motivation (Bass & Steidlmeier, 1999; Podsakoff et al., 1996). Pandey et al. (2016) assumed that transformational leadership would support positive social change; Hoch et al. (2018) perceived it as the best form of leadership to inspire ethical actions.

All the above scenarios would result from transformational leadership supporting the increase of follower credibility and the decrease of follower hypocrisy from a leader's perspective. Findings from the existing literature fell indirectly in line with the results of the current study. Two dimensions of transformational leadership had a significant positive impact on the ethical behavior dimension credibility; three dimensions of transformational leadership had a significant negative impact on ethical behavior dimension hypocrisy.

Avolio and Bass (1995) and Pandey et al. (2016) regarded idealized influence as an influential leader attribute important to gaining followers' respect, trust, and support for leader-projected values. Shaw et al. (2018) confirmed the role-modeling functioning of an idealized influence leader for followers. The results of the current study showed the significant impact of idealized influence on decreasing follower hypocrisy in Thai logistics organizations, confirming assumptions from the existing literature. A competent idealized influence leader could initiate behavioral change to address hypocrisy in employees of a Thai logistics organization. No significant impact of idealized influence could be measured on follower credibility, however, marking the point of divergence for Thai logistics organizations compared to organizations mentioned in the existing literature. Assumptions from existing literature could thus only be confirmed to a limited extent.

Sánchez-Cardona et al. (2018) reported the strong positive impact of intellectual stimulation on team learning, particularly in helping employees find alternate ways to solve problems. Para-González (2018) regarded intellectual stimulation as essential for achieving optimum performance within a creative work environment. Robertson (2018) perceived individualized consideration leaders as effective in improving followers' skill sets. Team learning, creativity in problem-solving and better performance in a creative work climate can improve follower credibility and decrease follower hypocrisy from a leader's perspective. The study results indirectly supported all the above findings from existing literature; intellectual stimulation and individualized consideration significantly affect follower hypocrisy negatively and follower credibility positively. Of all the

observations within the context of research question 1, observations about the link between intellectual stimulation and individualized consideration, on the one side, and hypocrisy and credibility, on the other side, were best aligned with the theoretical framework.

Mokhber et al. (2018) confirmed that inspirational motivation leaders motivate employees. Shah and Aman (2019) noted that inspirational motivation helps employees make sense of their work and focus on targets. Nevertheless, despite the indirect link between inspirational motivation and ethical behavior indicated in the existing literature, I could not confirm any significant impact of inspirational motivation on hypocrisy or credibility in Thai logistics organizations. Of all the observations within the context of research question 1, observations about the link between inspirational motivation on the one hand, and hypocrisy and credibility on the other, were the least aligned with the theoretical framework.

Research Question 2

The results concerning research question 2 confirmed the significant relationship between ethical behavior and organizational performance; the results were in line with those of the existing peer-reviewed literature. Hellmann (2017) concluded that a self-dealing system, led by oligarchs and clans, would freeze innovative organizational incentives. Such behavior would favor hypocrisy and therefore affect organizational performance negatively. Such a system of self-dealing was in place in the logistics sector in Thailand (Muenjohn & McMurray, 2017), in which the negative impact of hypocrisy was evident. Nguyen et al. (2015) confirmed that corruption was common in Thailand's

logistics industry and widespread in the country's military and industrial sectors in general. Greenbaum et al. (2015) stated that such organizational hypocrisy would undermine employees' behavior; hypocritical followers would fail to contribute to organizational growth and improvement, which would affect customer satisfaction and financial performance. The study results supported these findings from the existing peer-reviewed literature; hypocrisy had a significant negative impact on both financial performance and customer satisfaction.

Engelbrecht et al. (2015) perceived credibility as crucial for ethical leadership. A credible leader should act based on intrinsic motivation. Arshad (2017) confirmed a positive link between organizational credibility and customer response. Flammer (2015) stated that CSR could establish credibility and lead to an organization's increased financial performance. Saeidi et al. (2015) found that CSR would also increase customer satisfaction, thus indirectly boosting financial performance. The link between customer satisfaction and overall organizational performance was especially strong in companies experiencing a high growth rate, such as in Thailand's logistics sector (Bong & Premaratne, 2018). The national logistics sector was also competitive, meaning customer satisfaction mostly dependent on ethical standards such as fairness and credibility (Kaura et al., 2015). Dansomboon et al. (2016) saw Thailand's logistics organizations need better ethical behavior and credibility standards. The study results confirmed the need for better credibility standards within Thai logistics organizations. The study results supported the above findings from the existing, peer-reviewed literature: credibility had a significant, positive impact on both financial performance and customer satisfaction.

Research Question 3

Results answering research question 3 confirmed the significant relationship between transformational leadership and organizational performance, mediated through ethical behavior; the results were in line with knowledge in existing, peer-reviewed literature.

Zhu et al. (2012) perceived transformational leadership as more capable of generating high organizational performance than transactional leadership. According to Birasnav et al. (2014), transformational leaders could make employees achieve higher financial performance and increased customer satisfaction. Boehm et al. (2015) believed that transformational leaders could inspire employees to boost organizational performance out of intrinsic motivation; such leaders could motivate followers to engage better with customers, this improving customer satisfaction (Zhu et al., 2016).

Idealized influence leaders would support the growth of employees' creativity (Teymournejad & Elghaei, 2016), making them put organizational needs before their own (Muchiri et al., 2019) to boost organizational performance. Intellectual stimulation could be used to drive up the organizational commitment, the degree of team cohesion, and work satisfaction (Caniëls et al., 2018; Chai et al., 2017; Mokhber et al., 2017), resulting in improved financial performance as well as improved customer satisfaction. Individualized consideration leaders would offer respect and support for employees' contributions to organizational goals (Phong et al., 2018), thus boosting organizational performance. Inspirational motivation could help employees focus on their goals by

making sense of their work (Shah & Aman, 2019), leading to higher financial performance and improved customer satisfaction.

The study results aligned with the above findings from the existing, peer-reviewed literature and supported them significantly—but in different directions. Credibility mediated the effect of transformational leadership on organizational performance positively, increasing it. Hypocrisy mediated the effect of transformational leadership onto organizational performance negatively, decreasing it. Hofstede (2001) identified a distinction between individualist and collectivist cultures. In a highly collectivist culture like Thailand, transformational leadership might be applied even more effectively to cause improved organizational performance than in an individualist culture such as the United States (Mesu et al., 2015), where transformational leadership theory originated.

Limitations of the Study

I faced several limitations when conducting the study. The study was conducted at a single observation point, which produces less-reliable data than a study that uses a longitudinal temporal research design. Consequently, some impact on organizational performance and management behavior caused by external factors—an impact that would be plainly visible in a longitudinal research design—might have gone unnoticed.

The self-reported nature of the retrieved data made it potentially subject to bias. There was a possibility that participants would lie on purpose if they found it advantageous to hide weaknesses or to save face. I addressed this potential problem by masking the identity of all study participants. Moreover, it is possible that some study participants were unable to understand the survey questions correctly and ended up

missing my intention. Nevertheless, the high degree of the target audience's education made this unlikely. Some participants may not have been entirely representative of Thailand's logistics industry in terms of quality and quantity and organizational performance, and management behavior. Since I defined the inclusion criteria for participants with thought and care, the overwhelming number of study participants should have been useful in the study's context.

I was initially concerned that the number of completed surveys retrieved might be less than the necessary sample size benchmark to allow generalization. Had this been the case, an expansion of the study from Thailand's Transportation and Logistics Organization to the Thai International Freight Forwarders Association would have been necessary to secure a higher number of participants. However, the retrieved number of useful and complete survey data—520 respondents out of 1,162 department managers serving in the 581 member companies of Thailand's Transportation and Logistics Organization—was above the minimum sample size required.

The survey questionnaires represented an actual means of measurement that may not have been optimal in every aspect. The Likert scale had become the subject of criticism, as some study participants got the impression of distorted distances between points on the scale. That said, it remained one of the most-used measurement scales available. Based on existing literature, no better way exists to survey nature as described than using survey questionnaires (Avolio & Bass, 2004; Simons et al., 2007). Furthermore, I gathered information from only one geographical destination, Thailand's capital city Bangkok, which limited the study's observation results. However, despite the

many limitations in this study, I did not consider their overall scope impactful enough to have distorted the study results' validity.

Recommendations

There are several recommendations for future research, most arising from the limitations of the present study. Future researchers should investigate why the transformational leadership dimension inspirational motivation did not significantly impact the ethical behavior dimensions hypocrisy or credibility within the context of Thai logistics organizations. Future researchers should also look at why the transformational leadership dimension idealized influence did not significantly affect the ethical behavior dimension credibility in the above context. I still recommend using survey questionnaires as measurement tools, but some survey questionnaires could be revised to be more useful for future quantitative research designs.

Future researchers could use varied approaches to increase the generalizability of the study findings. In combination with the quantitative research design, a qualitative or a mixed-method design could be useful when applied in the context of Thailand's logistics organizations, revealing findings beyond the scope of a quantitative design. Extending the research design from a single observation point to a longitudinal design is another avenue for further exploration. A longitudinal study design could help explain differences between organizational performances in non-crisis periods and crisis periods. The observational outcomes could be improved and rendered more precise by adding additional dimensions to the variables used in the study. The variable ethical behavior could include additional dimensions of trust and justice. The variable organizational

performance could incorporate the added dimensions of product market performance and shareholder return.

Leadership theories other than the transformational leadership theory could be applied to the research context. Alvesson and Kärreman (2016) perceived the transformational leader's role as overrated because too much focus rests on the "goodness" of his or her actions. An important focus not considered in the present study is the demographical aspect of age. Age may affect leadership behavior; younger leaders might act differently from older ones. Studies focusing on Thai logistics organizations should not be limited to leaders only; questionnaires should also be distributed to employees to learn more about their behavior. The number of investigated logistics organizations in Thailand could be extended beyond the 581 selected for the study, thus building a broader database for increased generalizability. Logistics organizations should be selected from the capital city Bangkok and across the entire country of Thailand. The study's scope could be expanded to logistics organizations in other ASEAN nations (e.g., Malaysia or Singapore) to study processes within the logistics industry in a regional and wider context. The study design could also be modified to include only Thai logistics organizations participating in specific projects, such as the Chinese-led "Belt and Road" initiative (Kersten et al., 2015).

According to Hofstede (2001), Thailand was a highly collectivist culture. Therefore, transformational leadership could be applied in Thai logistics organizations more effectively than in similar organizations in countries with a high individualist culture (Mesu et al., 2015). Using a study design with logistics organizations from at least

two countries—one with collectivist and one with individualist culture—would be useful in quantifying the impact of culture on the effectiveness of transformational leadership. A research design similar to that used for the present study could be applied for other Thai organizations in other industries that are also undergoing rapid change (Bass, 1985; Thankdenchai et al., 2018).

Based on existing literature, the possibilities for even further research exist. Ioannou et al. (2018) mentioned that Thai logistics organizations with a high brand value could be less affected by low customer satisfaction, even if they acted hypocritically because Thai customers possessed a high degree of brand appreciation (Terason et al., 2019). The current study did not consider whether the logistics organizations from which participants were dressed enjoyed a high, a low brand value, or brand positioning, as the identity of study participants from different companies was masked. Future research could focus on how brand value mediates the path from hypocrisy to customer satisfaction for Thai logistics organizations. In this context, attention should also be given to CSR activities conducted by the abovementioned organizations. Maichum et al. (2017) confirmed that CSR activities could lessen the negative impact of follower hypocrisy on organizational performance unless an organization with a bad reputation falls into crisis; in such cases, CSR incentives could be regarded as hypocritical and an attempt of deflection (Shim & Yang, 2016). Nevertheless, due to a lower degree of consumer education in Thailand, Thai organizations organized CSR activities that could be more effective than those in Western countries (Maichum et al., 2017), even if the organization were in crisis or had a bad reputation. Future research should also focus on how CSR

activities affect the path from hypocrisy to organizational performance for Thai logistics organizations, particularly whether CSR activities would exercise a mitigating effect, helping to maintain organizational performance despite follower-induced hypocrisy. A comparative study could be useful in this context, contrasting Thai organizations with organizations from a country where citizens possess a higher degree of consumer education.

Diversification also affected customer satisfaction. Diversification in the context of Thai logistics organizations refers to offering different product distribution strategies using different means of transportation and catering to clients of varying business sizes or in various geographical locations (Kersten et al., 2015). The more diversified a logistics organization, the bigger would be the positive impact on customer satisfaction. Diversified organizations enhance the positive impact customer satisfaction has on the overall organizational performance (Bong & Premaratne, 2018; Kersten et al., 2015). Future research should also focus on how diversified Thailand logistics organizations are: to understand customer satisfaction's impact on overall organizational performance. The positive link between customer satisfaction and organizational performance was supported by the high growth rate of the Thailand logistics sector (Bong & Premaratne, 2018). A comparativist study design could focus on how the effect of customer satisfaction on overall organizational performance would differ in other Thailand industry sectors that are experiencing a lower growth rate.

Implications

Transformational leadership could affect the development of an organization. Other factors may affect the successful implementation of change within Thailand's logistics industry, in practical and social terms. The study's findings were presented by focusing on significance to theory, practice, and positive social change.

Significance to Theory

The study findings within the context of Thai logistics organizations revealed the significant impact of the transformational leadership dimensions intellectual stimulation and individualized consideration on the ethical behavior dimensions hypocrisy and credibility. The results showed that the transformational leadership dimension idealized influence had a significant impact only on hypocrisy. The transformational leadership dimension inspirational motivation had no significant impact at all on the variable ethical behavior.

In the context of the study, and in line with knowledge from existing literature, intellectual stimulation, individualized consideration, and (in a limited sense) idealized influence were effective for building relationships and created a positive impact on followers' ethical behavior (Lutfi, 2018). The significant impact of transformational leadership on organizational performance, mediated through ethical behavior, confirmed the following: relationship-building affected group and organizational performance by establishing a connection with the individual's performance on a group level (Zhang et al., 2015). Transformational leadership was found to be a significant skill much needed in Thailand's logistics organizations. Managers could use transformational leadership in

their quest to acquire the necessary skill sets to improve and sustain their own employee and organizational performance.

Investigating the transformational leadership behavior of Thai logistics organization managers and their relations to moral standards filled a specific literature gap. The study findings verified that the transformational leadership theory could be usefully applied within the context of Thailand's logistics organizations. The contribution was significant, as the national logistics industry was a business sector undergoing severe global structural changes faster than other businesses (Thankdenchai et al., 2018). The impact of transformational leadership on logistics in Thailand could happen in a shorter period. The contribution was also significant, as Thailand is a Far Eastern culture with different cultural standards (Hofstede, 2001), and the transformational leadership theory was developed for a Western and specifically North American cultural context (Bass, 1985).

I added in a meaningful way to Bass's transformational leadership theory, proving that it could be applied in a different cultural context and in an industry experiencing accelerated development. The findings confirmed that studying the Thailand logistics sector in the above context might lead to divergent results compared to assessing companies in general (Thankdenchai et al., 2018). The transformational leadership dimension inspirational motivation had no significant impact on employees' ethical behavior within Thai logistics organizations. The dimension idealized influence likewise had only a limited impact on followers' ethical behavior.

Significance to Practice

The study findings within the above context revealed the significant impact of intellectual stimulation and individualized consideration leadership on the ethical behavior dimensions hypocrisy and credibility. The results further showed that the transformational leadership dimension idealized influence had a significant impact only on hypocrisy. The dimension inspirational motivation had no significant impact on the variable ethical behavior at all.

The findings also revealed the effect of transformational leadership on organizational performance, mediated through ethical behavior. Within this path, the transformational leadership dimension inspirational motivation had no significant impact, and the dimension-idealized influence had only a limited impact. While the ethical behavior dimension credibility positively mediated the effect of transformational leadership on organizational performance, the ethical behavior dimension hypocrisy negatively mediated the impact of transformational leadership on organizational performance. One of the main reasons for the low performance of local logistics providers was the high degree of self-dealing and favoritism, especially when compared to Western logistics companies (Muenjohn & McMurray, 2017). If leaders could provide a positive example of ethical behavior, the problem of Thailand's low ethical industry standards could perhaps effectively be addressed and improve firm performance.

Thailand's logistics companies could apply transformational leadership to improve employees' ethical behavior and organizational performance. It could help the industry cope with change and competition. Thailand is becoming increasingly integrated

into the AEC; the attendant structural changes have forced Thailand to open its markets to foreign logistics competitors with considerably more capabilities. Other AEC member states like Malaysia and Singapore pose a threat to Thailand's logistics sector (Sermcheep & Chirathivat, 2015).

Applying transformational leadership for Thailand's logistics companies, especially using intellectual stimulation and individualized consideration might not only be an adequate response to local economic pressures, but it could also help Thailand to cope with the tremendous changes facing its logistics sector. Thailand's government wants to turn the country into a leading logistics hub for Southeast Asia by 2022, as per goals set forth by the Thailand Board of Investment (Chen, 2018); hence the necessity to improve the country's logistics responsiveness outside of its capital city, Bangkok (Chhetri et al., 2018). From Bangkok's perspective, Thailand's participation in the Chinese-led (BRI) may turn out to be highly beneficial to the logistics sector (Chen, 2018). The BRI mega infrastructure projects are worth USD 900 billion and are intended to connect all of Eurasia via multiple land and sea routes (Chen, 2018).

A better understanding of transformational leadership and its impact on ethical behavior on the national level is essential if Thailand's logistics companies are to go more international. When it comes to implementing BRI objectives in Thailand, the current study could help the country improve its regional standing and become one of the leading logistics hubs in Southeast Asia. Creating ethical standards within credibility that adequately meet the BRI objectives and standards would be a necessity. Ethical behavior within hypocrisy would not help to achieve the above goals. In this regard, intellectual

stimulation and individualized consideration leadership would be most useful within Thai logistics organizations. Idealized influence and inspirational motivation leadership would be helpful to a limited extent or not at all, respectively.

Significance to Social Change

The study results, within the above context, showed the significant impact of intellectual stimulation and individualized consideration on the ethical behavior dimensions of hypocrisy and credibility. The findings also revealed that the transformational leadership dimension idealized influence had a significant impact only on hypocrisy. The dimension inspirational motivation had no significant impact on the variable ethical behavior. The ethical behavior dimension credibility positively mediated the effect of transformational leadership on organizational performance. The ethical behavior dimension hypocrisy negatively mediated the effect of transformational leadership on organizational performance.

Transformational leadership could raise organizational followers' awareness of ethical actions, contributing to positive social change (Lutfi, 2018). Transformational leadership—especially in the dimensions of intellectual stimulation and individualized consideration, and to a more limited extent idealized influence—could potentially improve organizational performance. Ethical employees would protect the resources of their organization. While self-dealing and favoritism may not be eliminated, they could at least be diminished. The organization would not only yield higher economic profits due to better-streamlined work processes but also improve its reputation. An organization's credibility largely determines whether customers become loyal to its products and

services (Dwivedi et al., 2018). An organizational, employee or follower hypocrisy could prevent increased organizational performance.

When employees behave ethically in their personal life inside and outside of work, they could also positively contribute to their social environment (Wiernik & Ones, 2018). Their ethical actions could have a nationwide impact; a positive spillover of change meant to affect specific business operations could eventually spread to the social realm and affect people privately. Nevertheless, ethical behavior should not be hypocritical. Because of its status as a developing country, Thailand possesses more growth potential than many existing West societies (Bong & Premaratne, 2018). Faster growth rates offer the opportunity to implement positive social change at a higher speed (Ho, 2018). That said, we should not exaggerate the impact of social change. Significant aspects of an entire culture can hardly be expected to change within a space of only a few years. Implementers of positive social change could make a difference in small steps, though.

For implementing positive social change, intellectual stimulation and individualized consideration leadership would be most useful within the context of Thailand's logistics organizations. Idealized influence and inspirational motivation leadership would be helpful to a limited extent or not at all, respectively. Ethical behavior within hypocrisy would not be useful to support positive social change, but ethical behavior within credibility would be useful in this regard.

Conclusions

Thailand's logistics industry faces several challenges: a cultural problem with corruption, self-dealing, and favoritism (Muenjohn & McMurray, 2017); ongoing AEC resulting in economic threats posed by other ASEAN countries like Malaysia or Singapore (Punyaratabandhu & Swaspitchayaskun, 2018); and the demands of the Thai government for the country's logistics industry to support its initiative to turn Thailand into Southeast Asia's logistics nexus by 2022 (Renliang, 2016). In addition, Thailand's contribution to the Chinese-led (BRI) required improved organizational performance from Thailand logistics organizations (Chen, 2018). The transformational leadership theory by Bass established the theoretical framework for the study, the purpose of which was to examine whether transformational leadership could improve ethical behavioral standards in Thailand logistics organizations; and if the ethical behavioral standards could increase overall organizational performance, helping the national logistics industry achieve its ambitious goals.

The results of the study aligned with findings from the existing literature. Transformational leadership had a positive effect on improving the ethical behavior of employees within Thai logistics organizations. Ethical behavior, in consequence, had a significant impact on the organizational performance of the logistics companies. Of all the transformational leadership dimensions, intellectual stimulation and individualized consideration had the most substantial impact on ethical behavior. The idealized influence dimension only had a significant effect on the ethical behavior dimension hypocrisy, though not on the other ethical behavior dimension, credibility. The

transformational leadership dimension inspirational motivation had no significant effect on ethical behavior. While ethical behavior within the dimension of credibility had a positive impact on increasing organizational performance within the dimensions of financial performance and customer satisfaction, the ethical behavior dimension hypocrisy had a negative effect on both organizational performance dimensions.

The findings add significantly to Bass's theoretical framework. I proved that the transformational leadership theory could be applied in a Far Eastern cultural context far different from its North American origin. The theory was applied in a highly collectivist culture rather than individualist and an industry experiencing accelerated change. The resultant findings confirmed observations from existing literature that studying the Thai logistics sector by applying the transformational leadership theory may yield results that diverge slightly from those obtained when studying less dynamic sectors (Thankdenchai et al., 2018).

Improved ethical behavior of employees could help Thailand's logistics organizations to enhance their performance. A positive spillover effect could also help employees on a personal, familial level—and all of Thai society could experience positive social change. That said, changes affecting an entire set of cultural norms happen slowly.

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