

# Causal Factors of Competitive Advantage Influencing Operations of the Mattress Product Business in Thailand

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**Abstract:-** The objective of this research is to study the causal factors of competitive advantage that influence the performance of the mattress products business. In Thailand and analyze work performance Change leadership information technology Competitive advantage that affect the operating results of the mattress product business. This research is quantitative research. The population is 4,106 mattress product business operators. The total sample population is 400 people. The instrument used to collect data is a questionnaire using structural equation modeling techniques.

## ➤ Major Findings

The results of the research found that the causal factors of competitive advantage that influence the operations of the mattress product business in Thailand include work performance. Transformational leadership information technology Competitive advantage and business performance and work performance transformational leadership information technology Competitive advantage and business performance has a direct influence on the performance of the mattress product business group in Thailand.

**Keywords:-** Competitive Advantage; Operations; Mattress Products Business.

## I. INTRODUCTION

Basic human needs according to Maslow's Hierarchy of Needs Theory. Basic needs for survival (Basic Needs) are needs that are necessary for human life. Including clothing, food, shelter, and medicine. The mattress is considered part of the residence. "Bed" is an important thing. and is necessary for everyone Getting adequate sleep with a good quality, non-sagging mattress will not cause back pain. It's what everyone wants. By the nature of mattresses, products have begun to be developed by changing the type of raw materials used in production. To be consistent with the sufficiency of raw materials and more consistent with customer needs. Mattress manufacturers have placed importance on improving the quality of the raw materials used, such as improving the type of springs, thickness and flexibility of the latex sheets. Type of cotton used to cover mattresses Including the use of covering materials to prevent dust mites. For people with allergies This is to be able to better meet the needs of specific customer groups. Especially

those who are concerned and concerned about their health, such as allergies, back pain, and people with insomnia, etc. Therefore, currently in the market there are many types of mattresses available for sale, such as natural mattresses made from kapok, spring mattresses, sponge mattresses, and latex mattresses. coconut fiber mattress Spring mattress with rubber reinforcement compressed sponge mattress or various health mattresses. The mattress is something that everyone uses from birth. When you get married, expand your family. When buying a new home A mattress is also necessary to have for your own use. or prepared for guests or the whole business of hotels, houses in various tourist attractions, dormitories, apartments, condominiums for For rent and sale It is very necessary to have a bed.

The mattress market in 2021 has a market value of up to 6,000 million baht, especially the mattress market for consumers that tends to Continuously growing (Nattaphon Phanpakdee, 2021) The mattress market in Thailand is likely to expand to 6,700-6,900 million baht, or an increase of 10 - 15 percent in 2022, with only 35 percent divided into the corporate market. The other 65 percent is the consumer mattress market, and although the mattress products available in the market are very diverse, But if we consider the type of products from price differences The market can be divided into 2 main groups: upper-middle-class mattresses. which have a price level of 5,000 baht and up, have a market share of approximately 45 percent, and lower-level mattresses which has a price level of less than 5,000 baht, has a market share of approximately 55 percent. Humans place importance on the quality of their sleep rather than just their rest (Schiffman, L. G. and Kanuk, L. L., 2010). Studies have found that Even short hours of good quality sleep can help the body to be more rested and relaxed than longer hours of poor quality sleep. And began to pay attention to studying the factors that affect sleep, including the environment in the bedroom, weather, temperature, colors, physical and mental conditions. Including various devices used for sleeping, which are considered an important part in helping to feel comfortable and relaxed while sleeping. From the trend of competition in the mattress product business in Thailand It can be considered that there is very high market competition. Because there are more factors of price and promotional strategies involved. Both in the retail sector (general users) and hotel, resort projects, mattress and bedding businesses Thailand can continue to grow. Especially in the part of

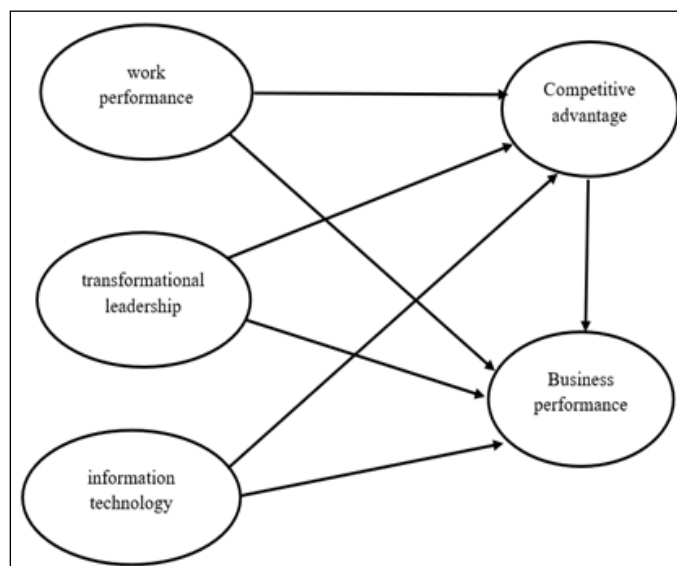
projects that are tied to the tourism industry, where the number of tourists coming to Thailand is constantly increasing. In terms of retail real estate, there is growth. For mattress products in the Thai market The upper level is approximately 1,000 million baht, the middle market is approximately 3,000 million baht, hoping to share the highest market share in the middle-level mattress set group. To create the highest brand of mattress products in the mid-range mattress product series, OUTLET should be opened using CONCEPT: SYNDEX BED FASHION. Manufacturers and distributors must develop mattress products to market. To penetrate market customer groups Therefore, research needs to be conducted on customer preferences. To always innovate and develop products The highlight of the brand is its emphasis on various fabric patterns. To meet every lifestyle and every taste and preference (Nattaphon Phanpakdee, 2021) ,The main factors affecting the mattress product business are customers and competition. The organization must create a new strategic plan to survive. Which the main goal is Must create maximum satisfaction for customers in terms of products, which must be done economically and continuously.

From the above reasons The researcher is therefore interested in studying Causal factors of competitive advantage that influence the operations of the mattress product business in Thailand in order to know the true needs of consumers regarding the types of mattresses that consumers are satisfied with, especially product factors and Price level that affects the decision to buy a mattress

➤ *Research Objective*

- To study the causal factors of competitive advantage that influence the operations of the mattress product business in Thailand.
- To analyze work performance Change leadership information technology Competitive advantage that affect the operating results of the mattress product business

➤ *Research Framework*



**Fig.1 Research Framework**

**II. LITERATURE REVIEW**

➤ *Theories about Work Performance*

The concept of work performance by a scholar named Professor David McClelland of Harvard University has researched why people working in the same position have different results. In order to study why people in the same position perform differently, McClelland conducted a study that separated high performers from so-so performers. Then study how the two groups of personnel have different work results. The results of the study lead to the conclusion that Employees who have effective performance will have one thing called competency (Champangorn Prathomboon, 2004 and Kuachit Chirakan 2012)

Boyatzis,1982 stated that the components of competency that affect performance include having knowledge, skills, attitudes, values, characteristics or habits, motivation, and social roles of the individual, stated that external components of work performance include the quality of knowledge and skills, internal components include motivation and attitude values.

Hong (1997) stated that work competencies can be divided into 6 groups: 1. Ability to use knowledge and skills in work 2. Ability to plan and manage 3. Interpersonal skills such as communication in Work 4. Attitude, enthusiasm and ability to learn.

Prahalad & Hamel (1990) stated that businesses that want sustainable growth must find ways to create a competitive advantage. Must rely on core competencies It is a driving force in creating a competitive advantage among business competitors.

Ashworth & Saxton (1990) said that competency is the process of individual people using knowledge and skills to develop them for benefit. The human resources department has adopted the competency model as a strategy used in selecting employees for work. Work competency can lead an organization to be successful in work and able to compete with competitors.

Ashton (1996) states that many organizations use performance as a predictor of operational efficiency. The organization determines the characteristics, roles, and identified styles of employees whose performance directly affects business results.

In conclusion, work performance It is an important ability that a person must have or must have in order to achieve the goals that have been set. For example, an office secretarial employee must have the main competency, which is to be able to use a computer. Good communication and coordination etc. or company managers must have core competencies, namely communication, planning and management, and teamwork.

➤ *Theories about Transformational Leaders*

Transformational leadership Refers to a theory used to explain the process of change within an individual. The leader will focus on causing followers to change values, morality, standards, and foresight into the future Suthep. Phongsriwat. (2005)

Yuki (1998) states that a leader is a person with the most power in a group who is called a follower. (Follower) and have missions as assigned. A leader is a person who plays a role and builds relationships among people in the organization so that the organization can achieve its mission.

Dubrin (1998) states that a leader must have the ability to persuade subordinates and control them so that the group's mission is achieved according to the organization's objectives.

R.M. Stogdill (1974) stated that leadership is a matter of personal characteristics, behavior, and influence over others. Interaction style Being in a management position and the perception of subordinates in the use of authority.

Burns, (1978) divides leaders into 2 types: 1. Transactional leadership, where leaders use exchange by giving rewards and incentives to followers to make followers agree to carry out their tasks as ordered. 2. Transformational leadership, where leaders use How to influence followers by making the leader trust the followers A feeling of admiration and loyalty.

Lockwood (2008) states that transformational leadership consists of 5 elements: 1) influencing ideology, 2) influencing behavioral ideology, 3) inspiring, 4) stimulating the use of intelligence, 5) focusing on relationships. Individual and free-flowing leadership.

Raja (2012) mentioned that there are four elements of transformational leadership that affect employee engagement and performance in service businesses in Pakistan as follows: 1. Ideological influence 2. Inspirational motivation. 3. Stimulating the use of intelligence 4. Focusing on individual relationships.

Mushinsky (1997: 373) defines transformational leadership as: It is a process that influences changes in the attitudes and assumptions of organizational members. and build engagement in changing organizational objectives and strategies Transformational leadership involves the leader's influence on followers.

In summary, it is a process in which leaders influence co-workers and followers by changing the effort of co-workers and followers to be higher than expected effort. Develop the abilities of co-workers and followers to a higher level and have more potential. It creates awareness of the mission and vision of the team and the organization. Motivate associates and followers to look beyond their own interests to the interests of the organization or society.

➤ *Theory about Information Technology*

Information technology means Advances in technology have created new methods for storing data, information, knowledge, transmission, and communication. Access to information Receiving information Including the creation of society and the information industry. and effective information management and is perfectly consistent with use in everyday life. (National Education Act 1999).

Technology has played a role in completely changing the format of business operations from the traditional era to the digital era. causing changes in the environment business competition Information technology consists of electronic devices. That is used to support work, also called hardware, while software is an application program that supports the operation of electronic devices. cause movement together efficiently and effectively Many businesses use it to support their strategy. Especially the strategy of creating competitive advantage, Information Technology (Information Technology) plays an important role in driving and supporting businesses in competition. To gain a competitive advantage, Coltman, Tallon, Sharma, & Queiroz (2015) found that information technology plays an important role in supporting competitive readiness strategies.

Sangle & Awasthi (2011) Information technology is the infrastructure that drives business towards its goals by focusing on use. To support the operations or strategies of the organization.

Han & Kim (2016) stated that information technology, especially social media, causes the continuous development of business models and Marketing strategy in readiness to enter the market.

Smith (2014) supports the use of information technology. to apply in the organization Especially the matter of social media to drive the organization's model. or work behavior.

Jernigan, et al. (2015) conducted a study and found that information technology This causes increased communication. Support services efficiently ("Access Control Keypad Industry 2014 Market Size, Growth, and Forecasts, Acute Market Report, 2015) found that information technology It is very important and can be used to support to make the business work more efficiently and effectively, which this is consistent with the study of Nguyen (2014) who found that information technology it is an important tool, that supports organizations in learning and driving efficiency. Make the organization's work better. Information technology is technological progress that creates new methods for storing information, knowledge, transmission, and communication. Access to information Receiving information Including the creation of society and the information industry. and effective information management and is perfectly consistent with use in everyday life.

In conclusion, information technology is the use of scientific knowledge as a practical and applied method to help work or solve various problems. which causes materials, equipment, tools, machines, or even knowledge to be used for benefits, such as creating tools suitable appliances to facilitate life and elements of information technology for small and medium-sized businesses in Thailand, it consists of 3 components:1. investment in information technology infrastructure 2. information technology knowledge management, and 3. social media.

➤ *Theories about Competitive Advantage*

It means creating a competitive advantage. It is about creating capabilities that are higher than those of competitors by which the organization must differentiate itself. Have transformational leadership Have efficient personnel and respond quickly to customers to give the business a competitive advantage.

Porter (1980) gave the idea that “Competitive Advantage” High-performing organizations have an advantage over their competitors. which in order to be successful an organization does not necessarily have all the advantages over its competitors. This is because many markets offer corporate space. And in many places, there is equality in the competition. However, an organization will truly do better if its source of competitive advantage is unique.

Barney & Clark (2007) gave the idea that Competitive advantage is what makes an organization different. This distinct advantage comes from the organization's core competencies. This may be in the form of organizational capabilities. By doing things that others cannot do or do better than others do, as in De wit & Meyer (2010), the organization will have a competitive advantage. When there is a way to defeat competitors and outsmart the competition. To create satisfaction and support from customers.

Schermerhorn, et al. (2014) gave the idea that that competitive advantage comes from operating in a successful way which is difficult to imitate Competitive advantage is a method of strategy. That determines the tactics the organization intends to achieve its long-term goals within the chosen domain, because “doing business” is faced with both real and potential competitors. Therefore, there must be compelling reasons to expect that it will be able to compete effectively with them.

Prahalad & Hamel (1990) gave the idea that Competitive advantage should be built on the basis of core competencies. By using outstanding capabilities that are related to the core products of the business. A useful plan can be developed using those abilities to provide a lasting advantage over time.

In conclusion, it is about growing your business and being able to enter the minds of your customers. Must be outstanding There is a difference. or some value that can create a competitive advantage It also helps the company produce products or services efficiently. Including reducing

costs in various areas, resulting in profit creation in various dimensions such as cost structure. Branding Quality of products and services Channel or network for distributing products Various patents or after-sales service.

**III. RESEARCH METHODOLOGY**

The population used in this study is mattress product business operators. registered with the Department of Business Development, Ministry of Commerce, numbering 4,106 (Department of Business Development, Ministry of Commerce, 2023)

Sample size Determining the sample according to the Rule of Thumb according to the proposal of Schumacker & Lomax (1996) and Hair et al. (1998), which statisticians use to analyze multiple, Research tools It is a questionnaire created. for use in collecting primary data. Data collection: The researcher sent questionnaires by mail to the sample groups used in the research. This is because the use of postal questionnaires has found results confirming that There was a relatively low response rate. Therefore, it is necessary to increase the sample size in order to get the number of responses that meet the objectives (Suwimon Tirakanan 2015: 196). It was found that the research of Lu and Yang (2008: 287) There was a response rate of 49.40 percent in the research of Surasit Bunchunon (2013: 207). There was a response rate of 24.65 percent in the research of Pat Phisitkasem 2014: 200). equal to 33.65 percent and in the research of Kitti Charoenphonpanichkul (2013: 92) the response rate was 72.92 percent.

Statistics used in data analysis are descriptive statistics, consisting of mean, standard deviation, minimum, maximum, quantitative statistics, including analysis of the Pearson Correlation Coefficient. and Multiple Regression Analysis.

**IV. RESULTS**

➤ *Objective 1. Results of Analysis of Opinions Regarding Work Competency Transformational Leadership, Information Technology, Competitive Advantage and Performance of the Mattress Products Business. Using Descriptive Statistics as Follows:*

**Table 1:** Shows Data Analysis at the Level of Opinions Regarding Work Performance

Work Performance	$\bar{X}$	S. D	Interpret
Knowledge	4.22	0.49	the most
Skills	4.20	0.56	a lot
Attitude	4.39	0.49	the most
Together	<b>4.27</b>	<b>0.49</b>	the most

From Table 1. showing the analysis of data on opinions regarding work performance, it was found that Respondents had the highest level of opinion regarding their overall work performance ( $\bar{X}$ = 4.27 S.D. = 0.49). You can sort opinions about work performance. The question item with the highest average went to the question item with the lowest average as

follows: Attitude ( $\bar{X}$  = 4.39 S.D. = 0.49), followed by Knowledge ( $\bar{X}$  = 4.22 S.D. = 0.49) and Skills ( $\bar{X}$  = 4.20 S.D. = 0.56) respectively.

➤ *Objective 2. Results of Transformational Leadership Analysis the Analysis Results can be Presented as Follows*

**Table 2:** Shows Analysis of Opinion Level Data Regarding Transformational Leadership

Transformational Leadership	$\bar{X}$	S. D	Interpret
Ideological influence	4.41	0.43	the most
In terms of motivation to inspire	4.34	0.52	the most
Intellectual stimulation	4.32	0.57	the most
Focusing on individual relationships	4.37	0.57	the most
Together	<b>4.36</b>	<b>0.54</b>	the most

From Table 2 showing the data analysis of opinion levels regarding transformational leadership, it was found that respondents had an overall level of opinion regarding transformational leadership. Is at the highest level ( $\bar{X}$  = 4.30, S.D.  $\bar{X}$  = 0.64) by being able to sort opinions about transformational leadership from the list of questions with the highest mean to the list of questions with the lowest mean as follows: Commercial influence ideal at the highest level ( $\bar{X}$  = 4.41, S.D.  $\bar{X}$  = 0.43) followed by focusing on individual relationships. is at the highest level ( $\bar{X}$  = 4.37, S.D. = 0.57) motivation to inspire at the highest level ( $\bar{X}$  = 4.34, S.D. = 0.52) and intellectual stimulation are at the highest level ( $\bar{X}$  = 4.32, S.D.  $\bar{X}$  = 0.57) respectively.

**Table 3** Shows the Data Analysis on the Level of Opinions about Information Technology

Information Technology	$\bar{X}$	S. D	Interpret
Information technology infrastructure	3.95	0.77	a lot
Knowledge management	4.00	0.74	a lot
Social media	3.78	0.90	a lot
Together	<b>3.91</b>	<b>0.72</b>	<b>a lot</b>

From Table 3. Showing the data analysis on the level of opinions about information technology, it was found that the respondents had a level of opinions about information technology. Overall, it is at a high level ( $\bar{X}$  = 3.91, S.D. = 0.72). It is possible to sort opinions about information technology. The list of questions with the highest average goes to the list of questions with the lowest average, as follows: knowledge management It is at a high level ( $\bar{X}$  = 4.00, S.D. = 0.74), followed by information technology infrastructure. is at a high level ( $\bar{X}$  = 3.95, S.D. = 0.77) and social media are at a high level ( $\bar{X}$  = 3.78, S.D. = 0.90) respectively

**Table 4** Shows the Analysis of the Data on the Level of Opinions Regarding Competitive Advantage.

Competitive Advantage	$\bar{X}$	S. D	Interpret
Strategy for creating difference	3.61	0.75	a lot
Cost leadership strategy	3.40	0.80	moderate
Strategic focus	3.57	0.83	a lot
Together	<b>3.53</b>	<b>0.73</b>	<b>a lot</b>

From Table 4. Showing the analysis of data on the level of opinion regarding competitive advantage, it was found that the respondents' level of opinion regarding competitive advantage was overall at a high level ( $\bar{X}$  = 3.53 S.D. = 0.73). They can sort opinions about competitive advantage. From the list of questions with the highest mean, go to the list of questions with the lowest mean as follows: differentiation strategy ( $\bar{X}$  = 3.61 S.D.  $\bar{X}$  = 0.75), followed by focus strategy ( $\bar{X}$  = 3.57 S.D. = 0.83) and cost leadership strategy ( $\bar{X}$  = 3.40 S.D.= 0.80), respectively.

**Table 5** Shows the Analysis of Data on the Level of Opinions Regarding Business Performance

Business Performance	$\bar{X}$	S. D	Interpret
Financial performance	3.49	0.91	a lot
Non-financial operating results	3.77	0.78	a lot
Together	<b>3.63</b>	<b>0.81</b>	<b>a lot</b>

From Table 5 showing the analysis of data on the level of opinions regarding business performance, it was found that the respondents' opinions regarding overall business performance were at a high level ( $\bar{X}$  = 3.63 S.D. = 0.81). You can sort opinions about business performance. The list of questions with the highest mean goes to the list of questions with the lowest mean as follows: non-financial performance ( $\bar{X}$  = 3.77 S.D.  $\bar{X}$  = 0.78), followed by financial performance ( $\bar{X}$  = 3.49 S.D. = 0.91) respectively.

## V. DISCUSSION

From the results of the analysis of the causal factors of competitive advantage that influence the performance of the mattress product business in Thailand, important variables and elements that affect the competitive advantage have been found. And business performance consists of 5 variables as follows: Variables in terms of work performance. Transformational leadership Information technology Competitive advantage and business performance. These 5 variables can be applied in the management of the mattress product business. for business performance that is efficient and effective. It was found that the competency of the organization's head or a mattress product business executive It is the most important factor that affects operating results. Leaders must have the knowledge to carry out their work in accordance with financial reporting standards. To apply in the training process for employees during work so that work does not make mistakes said that learning about existing and new mattress products all the time. In addition, leaders who have skills and expertise in mattress products Able to adjust strategies to provide knowledge and increase skills to employees to understand the content and guidelines for complying with financial reporting standards. Increase knowledge for employees by having them attend training from external training sources. Willing to manage problems that arise for employees during work and encourage employees to participate in expressing their opinions in order to achieve quality work. There is always work planning before the actual work, as well as working with responsibility and honesty until the work is accomplished according to the set goals, which has a positive effect on the operating results. There are applications It is objective and beneficial to users. Choose applications that can be adjusted to keep up with developments in information technology. There is a network system.

The results of the analysis found that work performance influences competitive advantage Statistically significant at the 0.01 level, which can be described as the level of work competency affects the level of competitive advantage. Research by Ahmad, et al. (2010) found that there is a direct relationship between entrepreneurial competency and business success in SMEs, taking into account different roles. of entrepreneurs to manage their own affairs. Evidence shows that entrepreneurs Particularly in business, SMEs are involved in various tasks that require relevant competencies to be able to manage their affairs effectively. Components of work competency include knowledge, skills, and attitudes. Leaders can train and educate personnel so that they can perform their jobs correctly and without mistakes, which creates a competitive advantage. The leader must have skills and expertise. Strategies for educating employees can be adjusted to make the content easier to understand. Always ready and attentive to develop skills and comply with current and revised financial reporting standards. Able to explain and transfer knowledge to employees to develop skills and abilities. This is consistent with Baker, et al. (2009) who stated that organizational capabilities explain excellent performance. Creating customer value is something that is difficult to imitate. Including those employees have the skills

and abilities as expected. as well as the processes necessary to make the organization achieve the success it has set out to achieve the leader must have a positive attitude towards work in the mattress products business. Willing to handle problems that arise for employees during work. Ready to encourage employees to participate in expressing opinions in their work in order to produce quality work that creates a competitive advantage. This is consistent with Parnell et al. (2000) who stated that having a positive attitude of an entrepreneur can create a significant competitive advantage over competitors. Entrepreneurs having a positive attitude will be a link in strengthening the organization's performance in order to create a competitive advantage.

## SUGGESTIONS FOR FURTHER RESEARCH

### ➤ *Suggestions Received from this Research*

- Able to adjust strategies for providing knowledge about the mattress product business to employees to make it easier to understand the content Ready and attentive to develop skills in the mattress product business.
- Able to explain and transfer professional knowledge to employees in order to constantly develop their skills and abilities. Have a positive attitude towards work in the mattress product business. Willing to manage problems that arise for employees during work and encourage employees to participate in expressing opinions in their work. In order to get quality work and not make mistakes, the customers will be satisfied.
- Affects the level of competitive advantage. and business performance Leaders who have idealistic leadership influence will share their success with the employees they work with. Have morality and ethics in work
- Organizational leaders who have leadership in intellectual stimulation will give employees the opportunity to have freedom of thought and express ideas and opinions about their work. Give employees the opportunity to apply their knowledge of the mattress product business to their work. Encourage employees to be aware of problems that occur in working in the mattress product business.
- Employees gain new knowledge from learning through social media. Helps you find answers in the mattress product business better. We also use social media to recommend services and strengthen our mattress product business. create awareness and survival of the business

### ➤ *Suggestions for Next Research*

- You should further study other important factors that are factors that result in creating sustainability for the organization or business, such as sustainable innovation variables that can enable the organization to create changes in services. or business process to be able to create long-term positive impacts on society and the environment.
- This research study can be used to expand to every organization or business that is not just a mattress product business. But it is a business in another service sector. or industrial sector It should further study the variables of digital innovation.

- which brings technology and digital strategies Become a tool for setting business goals. Modify work processes and organizational culture, such as using artificial intelligence technology or it is a computer program that has been developed to be able to think analytically, plan and make decisions. Including being able to process information and apply it to various situations in order to develop the organization sustainably.

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