

# Sustainable Performance of the Management of the Private Vocational College Business Sector in Thailand

Waragorn Petchroong<sup>1</sup>, Tanapol Kortana<sup>2</sup>, Chamchan Klaywong<sup>3</sup>, Nattapong Techarattanased<sup>4</sup>

<sup>1,2,3,4</sup> *Suan Sunadha Rajabhat University, Thailand*

*E-Mail: s59484945015@ssru.ac.th, [tanapol.ko@ssru.ac.th](mailto:tanapol.ko@ssru.ac.th), [chamchanklaywong@gmail.com](mailto:chamchanklaywong@gmail.com), [nattapong.te@ssru.ac.th](mailto:nattapong.te@ssru.ac.th)*

## Abstract

In the situation where the private vocational college business sector is encountering intense competition, they are also currently facing with the problems of students with low potential and competency, and the quality and image of the private vocational colleges being negatively affected. Parents and students have no trust on these colleges, resulting in lower rate in the number of students who are interested to study in these colleges, causing the colleges to suffer losses, and many of them have to be closed down. Private vocational colleges thus have to adjust their strategies to ensure the sustainability of their businesses. The objectives of this research were to: 1) study levels of leadership, quality management, knowledge management, corporate social responsibility, and sustainable organizational performance of private vocational colleges in Thailand; 2) examine influences of corporate social responsibility, leadership, knowledge management, quality management on the sustainable organizational performance of the private vocational colleges in Thailand; and 3) develop a model for enhancing the sustainable organizational performance of the private vocational colleges in Thailand. This research employed a mixed research methodology combining quantitative and qualitative methods. For the quantitative research part, the research sample consisted of 400 leaders of the private vocational colleges in 5 regions of Thailand. The sample size was determined based on the criterion of 20 times the observed variables. They were selected via stratified sampling. Data were collected with the use of a questionnaire and analyzed with a structural equation model. As for the qualitative research component, in-depth interviews were conducted with 20 key informants including executives and practitioners with high potential. The findings showed that: 1) leadership, quality management, knowledge management, corporate social responsibility, and sustainable organizational performance of the private vocational colleges in Thailand were all rated at a high level; 2) corporate social responsibility leadership, knowledge management, quality management had an influence on the sustainable organizational performance of the private vocational colleges, with a .05 level of statistical significance, and all of which could predict the results by 93 percent; and 3) the model for enhancing the sustainable organizational performance of the private vocational colleges in Thailand, developed by the researcher, was called the SOP Model. It was a management innovation for ensuring the sustainability of the private vocational college business sector in Thailand. It can serve as a model for all the private vocational colleges to adjust their business direction in order to gain potential, enhance professional skills, and modify their image regularly and consistently so that their quality can be recognized by the publics and accepted by the society and communities. This can lead the parents and students to have positive attitudes towards them, resulting in an increase in the number of students, which in turn bring about sustainability to the private vocational college business sector, and the better development of youth, society, and the country.

**Keywords.** Business sustainability, leadership, quality management, knowledge management, corporate social responsibility, private vocational institution.

## 1. Introduction

Vocational institutions has major importance for nations because these institutions provide various skills to the students (Sebola, 2022; Tumthong, Sirasoonthorn, Humphrey, Lincharoen, & Siripornpaibul, 2019). Skilled based education provides different business opportunities for the young students. Similar with other countries, the vocational institutions have significant importance in Thailand. Government of Thailand is also focusing to promote vocational institutions to promote skill-based training. Vocational colleges development in Thailand is one of the important sectors of educational institutions and it has contribution to enhance skills among the people.

However, vocational institutions in Thailand are facing issues (Sa-Nguanmanasak & Khampirat, 2019) which has negative effect on their performance. The achievement of sustainable performance among vocational college is not easy to achieve and sustainable performance is not on the satisfactory level because of different issues. The low level of sustainability in performance among these institutions of Thailand is based on the number of reasons. The number of students in these institutions is decreasing significantly due to the various quality related issues. The trust of students as well as parents on the vocational training institutions is low, therefore, the number of students is decreasing which has significant effect on sustainable performance. Consequently, it is needed to promote sustainable performance with the help of different strategies among these institutions.

To manage the problems related to the sustainable performance, the current study proposed leadership. Leadership is one of the most important elements among the organization because it has central importance to promote various operations and better leadership among the organizations can lead the various activities which has significant role in performance. Similarly in educational institutions such as vocational colleges, the role of leaders is most important to resolve various issues (Wenström, Uusiautti, & Määttä, 2018). The quality related issues among these institutions can be resolved with the help of leadership. Furthermore, knowledge management is also more significant among these institutions which could be promoted to

leadership. Additionally, according to this study, corporate social responsibility (CSR) is also most important which can be managed through leadership. Therefore, it is proposed that different issues in sustainable performance of vocational institutions in Thailand can be managed with the help of leadership activities. According to this study, leadership has the ability to enhance quality management, knowledge management as well as CSR activities which has direct influence to promote sustainable performance among vocational colleges as several previous studies reported the positive effect of leadership on performance (Signorelli, Fusar-Poli, Arcidiacono, Caponnetto, & Aguglia, 2020; Tolić, 2020; Vo & Ngo, 2020).

Private vocational colleges have to adjust their strategies to ensure the sustainability of their businesses. Number of authors considered private vocational colleges (Budhtranon, Chianchana, & Kamkhuntod, 2021; Chen, Li, Zheng, Huang, & Shi, 2021), but literature have not addressed these institutions in the context of Thailand. Furthermore, literature ignored the role of leadership to promote sustainable performance among private vocational institutions in Thailand. Therefore, by following the literature gap, the objectives of this research are as follows;

1. To study the level of leadership, quality management, knowledge management, CSR and sustainable performance of private vocational colleges in Thailand.
2. To examine the influence of CSR, leadership, knowledge management and quality management on the sustainable performance of the private vocational colleges in Thailand.
3. To develop a model for enhancing the sustainable performance of the private vocational colleges in Thailand.

## 2. Literature Review

### 2.1 Sustainable Performance

Sustainable performance denotes to its capacity to meet the requirements of customers as well as other stakeholders on long-term basis. Generally, it indicates the long-term performance which is one of the major challenges for the companies. Sustainable performance can be achieved with the help of

innovation sustainability (Abbas et al., 2019). Among most of the organizations, the innovative is required for performance on long-term basis. This study considered sustainable performance through innovation sustainability. Among the vocational educational institutions, new ideas in skill development programs have the ability to promote performance. Currently various other companies are also focuses to enhance social sustainability which is one of the important parts of performance. This study also considered environmental sustainability as one of the important parts of sustainable performance (Repar, Jan, Dux, Nemecek, & Doluschitz, 2017). The education related to the environmental sustainability and various activities of educational institutions to promote environmental sustainability by decreasing the level of pollution and taking several measures to enhance environmental performance can also lead to the better performance. But the economic sustainability is also the major part of overall performance of this institution. These institutions must be economically sustainable and the revenue of these institutions should fulfill all the requirements and various development activities (Talan, 2020; Valencia, 2020; Yakut, 2020).

## 2.2 Leadership

Leadership is the action of leading a group of people or an organization. Leadership is basically the ability of an individual to lead. The ability to lead various individuals has significant importance in relation to the performance. In any organization the manager must have good leadership qualities to guide the employees and lead with examples (Jonah & Kanyangale, 2021; Tumitit, 2020; Turiel & Banas, 2020; Verbin, 2020). This study proposes that a leadership must have qualities related to the strategy making as well as planning. Effective leadership can make various strategies for the welfare of the employees as well as to promote performance and it should have the ability to plan better for various activities. Additionally, leadership must have appropriate qualities as well as knowledge to promote innovation development. Furthermore, the human capital management could be a better example of good leadership. The managers as well as the top management of vocational institutions must have better strategies to ensure human capital and lead the employees in right way. Similarly,

the work engagement ability of a leader is also most important which can promote the employee's performance with the help of examples. The importance of leadership is highlighted by several studies in various organizations (Jamali, Bhutto, Khaskhely, & Sethar, 2022), however it is less addressed in vocational training educational institutions. This study considered an important element among vocational Institutions to promote sustainable performance. Better qualities of a leader can enhance overall performance. As reported in previous studies that leadership has positive effect on sustainable performance (Gultom & Fibriasari, 2021; Patiar & Wang, 2020). Thus, it is hypothesized that;

**Hypothesis 1.** Leadership has positive effect on sustainable performance.

## 2.3 Quality Management

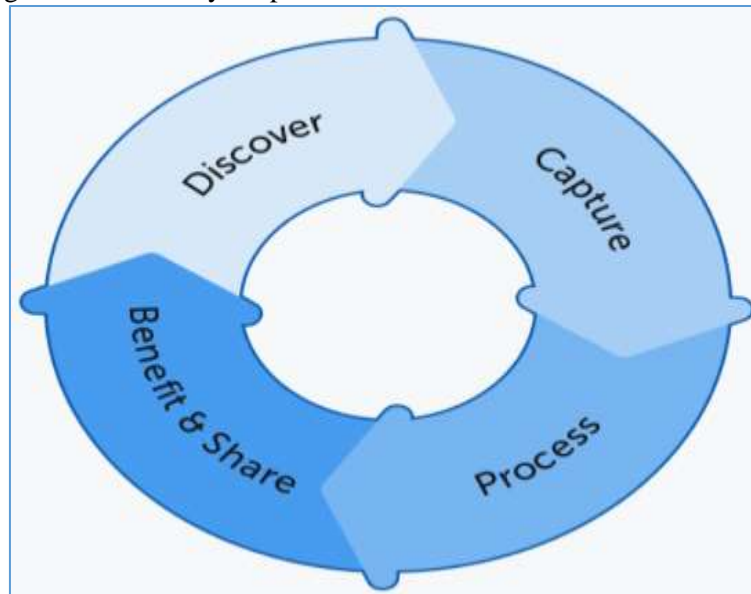
Quality management among the vocational training institutions is also important part of these institution and it has influence on the performance. Quality management involve management of human resource. It also involves process management, customer management and strategic management. This study proposed that management of human resource is important to improve the level of quality. Furthermore, according to this study, process of various activities is important to manage. The process of various activities is also the basic part of quality. Additionally, management is considered as the students or vocational institutions management which is also important. Nevertheless, strategic management shows the development of various strategies to promote quality management. Therefore, this study proposes that quality management is based on human resources, process management, customer management and strategic management. Quality management is influenced by the leadership quality (Soliman, 2018). As reported in literature that leadership and quality management has significant relationship with each other's (Soliman, 2018; Ulul, 2020). Increase in leadership qualities has the potential to promote quality management. Therefore, it is hypothesized that;

**Hypothesis 2.** Leadership has positive effect on quality management.

## 2.4 Knowledge Management

Knowledge management is the procedure by which institute gathers, classifies, shares and examines its knowledge in a way that is easily available to employees. The management of knowledge from various resources is important to generate good ideas which has significant effect on sustainable performance. This study proposed that knowledge management is related to the knowledge creation. It is also linked with knowledge organization from different resources. Additionally, the knowledge creation and knowledge organization is only helpful if

there is a significant level of knowledge sharing between the institution. Additionally, knowledge application is also most important to get benefit from knowledge creation, organization and sharing. It is also highlighted in Figure 1 that knowledge management is a process which is linked with discovery of knowledge, capturing of knowledge, process of knowledge, benefits and sharing of the knowledge (Muller & de Klerk, 2020; Sani & Alashti, 2020; Subiyakto & Sebastian, 2020).



**Figure 1.** Knowledge Management Process

This study highlighted that knowledge management is based on knowledge creation, knowledge organization, knowledge sharing and Knowledge application. However, knowledge management can be more effective if there is an appropriate leadership in the organization. There is a positive relationship between knowledge management and leadership (Nikpey Motlag Bonab, Sepasi, Nourbakhsh, & Noorbakhsh, 2022). The increase in leadership ability among management can lead to the better knowledge management. Therefore, it is proposed that;

**Hypothesis 3.** Leadership has positive effect on knowledge management.

## 2.5 Corporate Social Responsibility (CSR)

The term CSR denotes to practices as well as policies commenced by institution that are planned to have a positive effect on the world. With the increase in issues in the society related to the social, economical and environmental, most of the organizations are also trying to resolve these issues through social activities. These activities are not based on the profit orientation, but it is only based on the welfare of the people. Figure 2 shows various elements of CSR such as community development, human resources, environment and workplace.



**Figure 2.** Corporate Social Responsibility (CSR)

Along with the social welfare, CSR activities also helpful to promote performance of organizations (Phillips, Thai, & Halim, 2019). These activities can be promoted with the help of leadership. Better leadership among the educational institutions can promote CSR activities. As it is reported by Phillips et al. (2019) and Afsar, Cheema, and Javed (2018), leadership has significant effect CSR. Furthermore, CSR also has positive role to promote sustainable performance. It is also observed that other factors such as quality management and knowledge management has positive influence on sustainable performance. Hence, following hypotheses are proposed;

**Hypothesis 4.** Leadership has positive effect on CSR.

**Hypothesis 5.** Quality management has positive effect on sustainable performance.

**Hypothesis 6.** Knowledge management has positive effect on sustainable performance.

**Hypothesis 7.** Quality management has positive effect on knowledge management.

**Hypothesis 8.** Knowledge management has positive effect on CSR.

### 3. Methodology

This study is based on mixed method approach in which both the quantitative and qualitative research used to achieve the study objective. Mixed method approach is used because it has

several benefits to approach the original results (Kiessling & Harvey, 2005). Therefore, the current study adopted mixed method approach in which a survey questionnaire and in-depth interviews are used for data collection. Questionnaires was developed by using previous studies. The scale items are adopted from previous studies in relation to the leadership, quality management, knowledge management, CSR and sustainable performance. After the developed of questionnaires, content validity and face validity is examined. To confirm the content validity, this questionnaire was share with various experts in the concerned filed. Similarly, to confirm the face validity, the questionnaires was share with academicians and their comments was incorporated before data collection. Sample size of the study is based on 750 respondents from vocational institutions in Thailand. Therefore, questionnaires were distributed among the vocational institutions of Thailand. Especially, the research sample consisted of 750 leaders of the private vocational colleges in various regions of Thailand. Finally, 400 responses were received and used in the current study for data analysis. Additionally, this study employed stratified sampling for data collection. Although, number of probability and nor-probability sampling techniques are available, however, in the current study, stratified sampling is most suitable. Thus, data were collected with the use of a questionnaire for quantitative research and analyzed with a structural equation modeling. Furthermore, for the qualitative research component, in-depth interviews were conducted with 20 key

informants including executives and practitioners from private vocational institutions (Layachi, 2021; Okon, 2021; Prasher & Onu, 2020; Sreekumar, 2020).

the data. After data collection, data were added to the excel sheet for data analysis. While data entry, various errors related to the missing value and outlier is possible. Therefore, to fix these errors, the current study carried out data screening and data statistics are provided in Table 1.

#### 4. Data Analysis and Results

Data analysis of the study started after data screening which is most important fix errors in

**Table 1.** Statistical test of empirical variables (n=400)

Variable	$\bar{X}$	S.D.	%CV	Sk	Ku	$\chi^2$	P-value
SPA	3.68	.85	23.10	-1.098	-.849	1.927	.382
KIDA	3.67	.86	23.43	-1.101	-1.160	2.557	.279
HCA	3.68	.86	23.37	-.821	-1.570	3.141	.208
WMA	3.69	.83	22.49	-1.167	-.695	1.844	.398
HRM	3.68	.83	22.55	-.952	-.901	1.717	.424
PM	3.66	.85	23.22	-.929	-1.281	2.503	.286
CM	3.65	.85	23.29	-1.006	-1.173	2.386	.303
SM	3.74	.81	21.66	-1.453	.061	2.116	.347
KCA	3.72	.81	21.77	-1.026	-.694	1.535	.464
KNS	3.79	.83	21.90	-1.467	-1.352	3.978	.137
KS	3.72	.81	21.77	-.931	-.842	1.576	.455
KA	3.78	.81	21.43	-1.290	-1.005	2.673	.263
CR	3.79	.81	21.37	-1.350	-.769	2.415	.299
ER	3.74	.82	21.93	-1.009	-1.011	2.040	.361
ENR	3.80	.81	21.32	-1.414	-.730	2.532	.282
COR	3.66	.89	24.32	-1.036	-1.509	3.350	.187
IS	3.74	.88	23.53	-1.251	-1.925	5.272	.072
SS	3.69	.79	21.41	-1.029	-.320	1.161	.560
ENS	3.73	.84	22.52	-1.153	-1.400	3.290	.193
ECS	3.77	.81	21.49	-1.352	-.578	2.163	.339

Data analysis of the current study is based on two major sections. The first section of data analysis evaluated the reliability as well as validity in which the factor loading, Cronbach Alpha, composite reliability convergent validity and discriminant validity is examined (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). While

using structural equation modelling, this study carried out test to ensure the factor loadings (Chairatana, 2021). Results of factor loading analysis shows that all the items have factor loading above 0.7. In this study, the factor loading for leadership, quality management, knowledge management, CSR and sustainable

performance was examined. This study examined the Cronbach alpha and composite liability. All these variables have Cronbach Alpha above 0.7 and composite liability above 0.7. Additionally, study insured the convergent validity with the help of average variance extracted. The value of average variance

extracted is above 0.5 for all variables which confirmed the convergent validity. The discriminant validity is also examined by using HTMT<sub>0.9</sub> ratio. All the values for factor loadings are given in Table 2.

**Table 2** Factor Loadings (n = 400)

Variable	Factor Loading ( $\lambda$ )	Error ( $\theta$ )	t	R <sup>2</sup>
<b>Leadership (LEAD)</b>				
Strategy and Planning Ability (SPA)	.80	.35	18.99	.65
Knowledge and innovation development ability (KIDA)	.80	.35	19.00	.65
Human Capital Ability (HCA)	.85	.28	20.38	.72
Work management Ability (WMA)	.84	.30	19.73	.70
$\rho_c = .89$ $\rho_v = .67$				
<b>Quality Management (QUAMA)</b>				
Human Resource Management (HRM)	.79	.38	18.15	.62
Process Management (PM)	.81	.35	18.71	.65
Customer Management (CM)	.78	.39	17.85	.61
Strategic Management (SM)	.79	.37	18.59	.63
$\rho_c = .87$ $\rho_v = .62$				
<b>Knowledge management (KNOMAN)</b>				
Knowledge Creation (KCA)	.79	.38	18.37	.62
Knowledge Organization (KNS)	.78	.39	18.18	.61
Knowledge Sharing (KS)	.81	.34	19.32	.66
Knowledge Application (KA)	.82	.33	19.62	.67
$\rho_c = .88$ $\rho_v = .64$				
<b>Corporate social responsibility (CSR)</b>				
Customer Responsibility (CR)	.80	.35	19.21	.65
Employee Responsibility (ER)	.80	.36	19.04	.64
Environment Responsibility (ENR)	.81	.34	19.53	.66
Community Responsibility (COR)	.78	.40	18.24	.60

$$\rho_c = .88 \quad \rho_v = .63$$

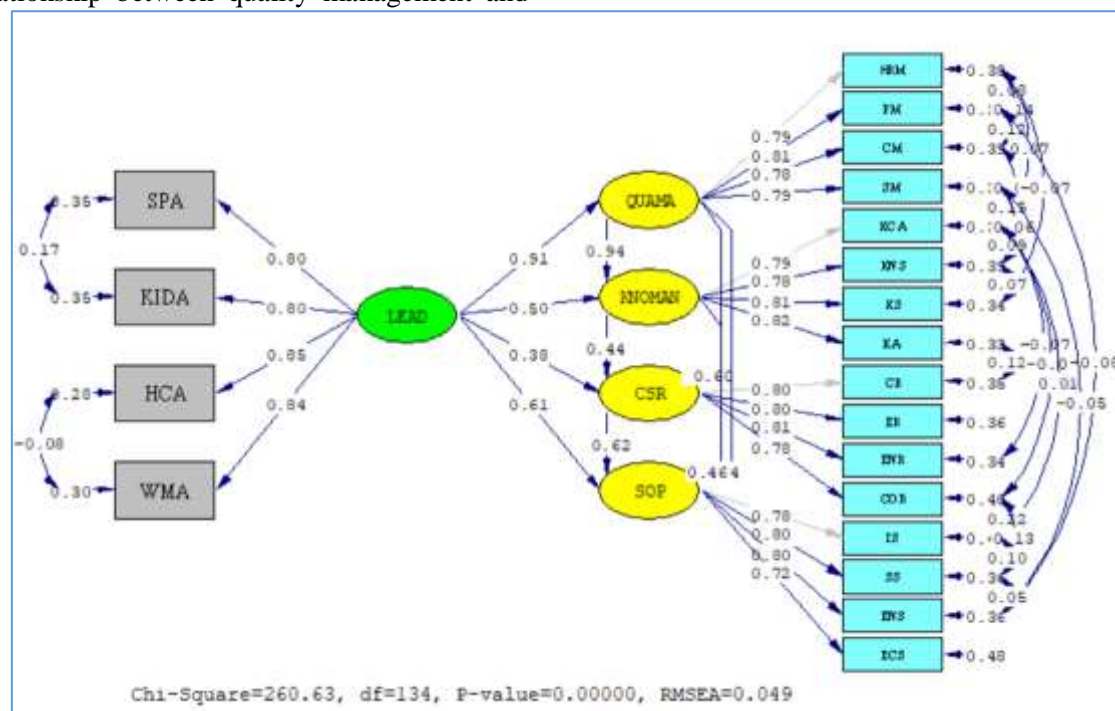
### Sustainability Performance (SOP)

Innovative Sustainability (IS)	.78	.40	18.08	.60
Social Sustainability (SS)	.80	.36	18.65	.64
Environmental Sustainability (ENS)	.80	.36	18.82	.64
Economic Sustainability (ECS)	.72	.48	16.42	.52

$$\rho_c = .86, \quad \rho_v = .60$$

Moreover, the results are considered by examining the effect of leadership on quality management, knowledge management, CSR and sustainable performance. The structural model is used to check the relationship which is recommended by previous studies (Chairatana, 2021; Hair et al., 2017; Hair et al., 2019; Khan et al., 2019). The effect of quality management is examined in relation to the knowledge management. The effect of knowledge management is examined in relation to the CSR. Finally, the effect of CSR and quality management is considered in relation to the sustainable performance. It is found that leadership has significant effect on quality management. Leadership also has a significant effect on knowledge management and CSR. The relationship between quality management and

sustainable performance is significant and positive. Moreover, the effect of quality management on CSR is significant, therefore, all the direct effects are significant as well as the beta value is positive which shows the positive relationship between variables (Lopes, Cabral, Robertson, Franco, & Pereira, 2020; Mazur & Kuć, 2020; Salavrakos, 2020). Along with these results, the current study also observed the r-squared value for sustainable performance. It shows that the r-squared value is 0.93 which indicates that all the variables namely, the leadership, quality management, knowledge management and CSR are expected to bring 93% change in sustainable business. Results are given in Table 3 and study model is given in Figure 3.



**Figure 3.** Study Model



**Table 3.** Parameter estimation result of direct effect coefficient, indirect effect, and total effect from adjusting model (n=400)

Dependent Variable	R <sup>2</sup>	Effect	Independent Variable			
			Quality Management (QUAMA)	Knowledge management (KNOMAN)	Corporate social responsibility (CSR)	Leadership (LEAD)
Quality Management (QUAMA)	.82	DE	-	-	-	.91*(16.42)
		IE	-	-	-	-
		TE	-	-	-	.91*(16.42)
Knowledge management (KNOMAN)	.90	DE	.94*(5.93)	-	-	.50*(10.03)
		IE	-	-	-	.36*(5.72)
		TE	.94*(5.93)	-	-	.86*(15.50)
Corporate social responsibility (CSR)	.92	DE	.60*(5.79)	.44*(4.71)	-	.38*(2.82)
		IE	.27*(3.06)	-	-	.51*(3.84)
		TE	.87*(4.46)	.44*(4.71)	-	.89*(16.78)
Sustainability Performance (SOP)	.93	DE	.44*(5.42)	.46*(5.61)	.62*(6.30)	.61*(10.81)
		IE	.43*(6.98)	.37*(6.31)	-	.30*(10.40)
		TE	.87*(4.29)	.83*(3.76)	.62*(6.30)	.91*(16.21)
$\chi^2=260.63$ df = 134 p-value = .00000 , $\chi^2 / \text{df} = 1.94$ , RMSEA = .049, RMR = .019, SRMR = .027, CFI = .99, GFI = .94, AGFI = .90, CN = 253.55						

## 5. Discussion

The findings of the study reported important insights which has significant role to improve the private colleges sustainable performance. By adopting a mixed method approach the current study revealed several important points and the important literature which fulfilled the objectives of the study. In this study, educational institutions leadership has significant direct and indirect effect on sustainable performance. According to the results, leadership has positive effect on quality management among these institutions. The increase in quality has the potential to promote sustainable performance. As highlighted by several other studies that there is an important connection between leadership and quality management (Prestiadi, Zulkarnain, & Sumarsono, 2019). Knowledge management is also one of the influential elements among the educational institutions, particularly in

vocational institution. According to the current research, leadership has potential to promote knowledge management. The increase in leadership capabilities among vocational institutions can increase the knowledge management along with data quality management. These results are also consistent with literature (Saide, Indrajit, Trialih, Ramadhani, & Najamuddin, 2019; Singgih et al., 2020). Additionally, it is observed that leadership has positive effect on CSR activities. The better leadership vocational institutions by the top management can increase social activities. Therefore, this study highlighted that leadership among the vocational institutions can promote quality management and knowledge management. Nevertheless, it is observed that quality management has positive effect on knowledge management. Higher the level of knowledge management higher will be the institutional responsibility related to the social

activities. Finally, increase in social activities increase the sustainable performance, therefore, CSR also has positive effect on sustainable performance. Hence, results of the study revealed that leadership can play most critical role among the vocational institutions with the help of promoting quality management, knowledge management and CSR activities which further lead to enhance sustainable performance. Additionally, it is observed that quality management has direct effect on sustainable performance. Increase in quality management can increase the sustainable performance. But it is also proved that there are several indirect roles of quality management, knowledge management and CSR between leadership and sustainable performance which are also promoting sustainable performance among vocational institutions of Thailand.

## 6. Conclusion

The findings of the study revealed that, leadership, quality management, knowledge management, CSR, and sustainable performance have major importance among private vocational colleges of Thailand. It is proved that, CSR, leadership, knowledge management, quality management has influence on the sustainable performance of these institutions. The model for enhancing the sustainable performance of the private vocational colleges in Thailand, developed by this study is called the SOP Model. The management innovation for ensuring the sustainability of these institutions in Thailand is important. It can serve as a model for all the private vocational colleges to adjust their business direction in order to gain potential, enhance professional skills, and modify their image regularly and consistently, consequently their quality can be recognized by the public as well as society. This can lead the parents and students to have positive attitudes towards them, resulting in an increase in the number of students, which in turn bring about sustainability to the private vocational college business sector, and the better development of youth, society, and the country.

## 7. Implications

Although several previous studies have considered vocational institutions in number of

countries and these studies considered both public as well as private institutions, however, these studies have not considered and comprehensively documented the private vocational institutions in Thailand. In this direction, this study filled this literature gap by considering the private institutions of Thailand and examined the relationship between leadership, quality management, knowledge management, CSR and sustainable performance. Furthermore, this study also highlighted several gaps and objective of the study achieved these important gaps. For instance, the current study considered quality management among vocational institutions which is ignored by previous study. Additionally, this study also examined knowledge management as well as CSR activities of educational institutions related to the private sector which is not studied in Thailand. Therefore, this study presented various theoretical implications based on the unique relationships tested in the current study. Additionally, this study has several practical insights for the management of vocational institutions to promote sustainable performance. According to this study, leadership can play key importance to promote sustainable performance of private vocational institutions, therefore, the management of the current study can improve the leadership skills of top management to promote sustainable performance. Therefore, practitioners related to the vocational institutions should highlight quality management practices as well as knowledge management practices among these institutions. For sustainable performance, further it is also important to improve the CSR activities as the increase in CSR activities also has positive influence on the society which lead to the increase in number of admissions among these vocational institutions and ultimately have positive effect on sustainable performance.

## References

- [1] Abbas, J., Hussain, I., Hussain, S., Akram, S., Shaheen, I., & Niu, B. (2019). The impact of knowledge sharing and innovation on sustainable performance in Islamic banks: a mediation analysis through a SEM approach. *Sustainability*, 11(15), 4049. doi:<https://doi.org/10.3390/su11154049>

- [2] Afsar, B., Cheema, S., & Javed, F. (2018). Activating employee's pro-environmental behaviors: The role of CSR, organizational identification, and environmentally specific servant leadership. *Corporate Social Responsibility and Environmental Management*, 25(5), 904-911. doi:<https://doi.org/10.1002/csr.1506>
- [3] Budhtranon, W., Chianchana, C., & Kamkhuntod, S. (2021). Developing a Conceptual Framework of Instructional Model for Creating an Innovative Business Project: Applying the Sufficiency Economy Philosophy for Private Vocational Colleges in Bangkok, Thailand. *Journal of Technical Education and Training*, 13(4), 15-27.
- [4] Chairatana, P. (2021). The image of historical tourism in the area of the Ayutthaya Historical Park affecting the decision to visit of Thai tourists in Phra Nakhon Si Ayutthaya. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(8), 2414-2419.
- [5] Chen, H., Li, Y., Zheng, E., Huang, Z., & Shi, K. (2021). *Research and Practice on the Talent Training Model of Advanced Manufacturing Line Leaders in Private Higher Vocational Colleges—Based on the Perspective of Modern Apprenticeship*. Paper presented at the 2021 2nd Asia-Pacific Conference on Image Processing, Electronics and Computers.
- [6] Gultom, S., & Fibriasari, H. (2021). Leadership Styles and School Performance: A Study Examining Factors Contributing to Education Success in Medan, Indonesia. *Eurasian Journal of Educational Research*(93), 357-372. doi:<https://doi.org/10.14689/ejer.2021.93.17>
- [7] Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the academy of marketing science*, 45(5), 616-632. doi:<https://doi.org/10.1007/s11747-017-0517-x>
- [8] Hair, J. F., Ringle, C. M., Gudergan, S. P., Fischer, A., Nitzl, C., & Menictas, C. (2019). Partial least squares structural equation modeling-based discrete choice modeling: an illustration in modeling retailer choice. *Business Research*, 12(1), 115-142. doi:<https://doi.org/10.1007/s40685-018-0072-4>
- [9] Jamali, A., Bhutto, A., Khaskhely, M., & Sethar, W. (2022). Impact of leadership styles on faculty performance: Moderating role of organizational culture in higher education. *Management Science Letters*, 12(1), 1-20. doi:<https://doi.org/10.5267/j.msl.2021.8.005>
- [10] Jonah, B., & Kanyangale, M. I. (2021). Mid-Career Employees' perceptions And Strategies Of Pre-Retirement Planning And Financial Security In Gambling Company In Durban. *International Journal of Business and Management Studies*, 13(1), 60-82.
- [11] Khan, G. F., Sarstedt, M., Shiau, W.-L., Hair, J. F., Ringle, C. M., & Fritze, M. P. (2019). Methodological research on partial least squares structural equation modeling (PLS-SEM): an analysis based on social network approaches. *Internet Research*. doi:<https://doi.org/10.1108/IntR-12-2017-0509>
- [12] Kiessling, T., & Harvey, M. (2005). Strategic global human resource management research in the twenty-first century: an endorsement of the mixed-method research methodology. *The International Journal of Human Resource Management*, 16(1), 22-45. doi:<https://doi.org/10.1080/0958519042000295939>
- [13] Layachi, O. B. (2021). The Role Of International Humanitarian Intervention In Containing The Repercussions Of Covid-19 During Non International Armed Conflicts: Libya, Yemen, And Syria. *PalArch's Journal of Vertebrate Palaeontology*, 18(1), 1-38.
- [14] Lopes, P. B., Cabral, L. L., Robertson, R. J., Franco, A. H., & Pereira, G. (2020). A Systematic Review of Validity and Reliability of Perceived Exertion Scales to Older Adults. *Revista de Psicología del Deporte (Journal of Sport Psychology)*, 29(4), 74-89.
- [15] Mazur, J., & Kuć, M. (2020). Virtual communities between security and threat and myth and reality. *socialspacejournal.eu*, 19(1), 165.
- [16] Muller, C., & de Klerk, N. (2020). Influence of Design Aesthetics and Brand

- Name On Generation Y Students' Intention to Use Wearable Activity-Tracking Devices. *International Journal Of Ebusiness And Egovernment Studies*, 12(2), 107-121. doi:<https://doi.org/10.34111/ijebeeg.202012202>
- [17] Nikpey Motlag Bonab, E., Sepasi, H., Nourbakhsh, P., & Noorbakhsh, M. (2022). Designing a causal model of the relationship between leadership styles and knowledge management of employees and information technology acceptance as a mediator. *Communication Management in Sport Media*, 9(2).
- [18] Okon, E. O. (2021). Consequence Of Environmental Policy On The Dynamics Of Economic Growth And Environmental Degradation In Nigeria. *International Journal of Social Sciences and Humanity Studies*, 13(1), 195-217.
- [19] Patiar, A., & Wang, Y. (2020). Managers' leadership, compensation and benefits, and departments' performance: Evidence from upscale hotels in Australia. *Journal of Hospitality and Tourism Management*, 42, 29-39. doi:<https://doi.org/10.1016/j.jhtm.2019.11.005>
- [20] Phillips, S., Thai, V. V., & Halim, Z. (2019). Airline value chain capabilities and CSR performance: the connection between CSR leadership and CSR culture with CSR performance, customer satisfaction and financial performance. *The Asian Journal of Shipping and Logistics*, 35(1), 30-40. doi:<https://doi.org/10.1016/j.ajsl.2019.03.005>
- [21] Prasher, V. S., & Onu, S. (2020). The Internet of Things (IoT) upheaval: overcoming management challenges. *The Journal of Modern Project Management*, 8(2).
- [22] Prestiadi, D., Zulkarnain, W., & Sumarsono, R. B. (2019). *Visionary leadership in total quality management: efforts to improve the quality of education in the industrial revolution 4.0*. Paper presented at the the 4th International Conference on Education and Management (COEMA 2019). Atlantis Press.
- [23] Repar, N., Jan, P., Dux, D., Nemecek, T., & Doluschitz, R. (2017). Implementing farm-level environmental sustainability in environmental performance indicators: A combined global-local approach. *Journal of Cleaner Production*, 140, 692-704. doi:<https://doi.org/10.1016/j.jclepro.2016.07.022>
- [24] Sa-Nguanmanasak, T., & Khampirat, B. (2019). Comparing employability skills of technical and vocational education students of Thailand and Malaysia: A case study of international industrial work-integrated learning. *Journal of Technical Education and Training*, 11(3). doi:<https://doi.org/10.30880/jtet.2019.11.03.012>
- [25] Saide, S., Indrajit, R. E., Trialih, R., Ramadhani, S., & Najamuddin, N. (2019). A theoretical and empirical validation of information technology and path-goal leadership on knowledge creation in university: Leaders support and social media trend. *Journal of science and technology policy management*. doi:<https://doi.org/10.1108/JSTPM-06-2018-0067>
- [26] Salavrakos, I.-D. (2020). A Re-Assessment of Italian Defence Production and Military Performance in the World Wars. *Res Militaris*, 10(2), 161-175.
- [27] Sani, S. M. S., & Alashti, Z. F. (2020). Relationship between Religious Identity and Cyberbullying: The Case Study of Ferdowsi University of Mashhad, Iran. *International Journal of Cyber Criminology*, 14(2), 508-522.
- [28] Sebola, M. P. (2022). The role of Technical Vocational Education and Training Colleges (TVET) in higher education teaching: a higher education provided at basic education standard. *EUREKA: Social and Humanities*(1), 50-57. doi:<https://doi.org/10.21303/2504-5571.2022.002257>
- [29] Signorelli, M. S., Fusar-Poli, L., Arcidiacono, E., Caponnetto, P., & Aguglia, E. (2020). Depression, PTSD and alexithymia in victims of intimate partner violence: a case-control study. *Archives of Clinical Psychiatry (São Paulo)*, 47, 45-50. doi:<https://doi.org/10.1590/0101-60830000000230>
- [30] Singgih, E., Iskandar, J., Goestjahjanti, F. S., Fahlevi, M., Nadeak, M., Fahmi, K., . . . Purwanto, A. (2020). The role of job satisfaction in the relationship between transformational leadership, knowledge management, work environment and

- performance. *Solid State Technology*, 63(2s).
- [31] Soliman, A. F. (2018). A proposed model for leadership styles effect on total quality management implementation: an applied study on telecommunication for mobile service companies in Egypt. *International Journal of Productivity and Quality Management*, 24(3), 373-397. doi:<https://doi.org/10.1504/IJPQM.2018.10014010>
- [32] Sreekumar, R. G., Mayuri Desai, D. P. Acharjya. (2020). Customer Classification in Indian Retail Sector A Comparative Analysis of Various Machine Learning Approaches. *International journal of operations and quantitative management*, 26(1), 1-28. doi:<https://doi.org/10.46970/2020.26.1.1>
- [34] Subiyakto, B., & Sebastian, K. O. T. (2020). The government reform on healthcare facilities from the standpoint of service quality performance. *International Journal of Economics and Finance Studies*, 12(1), 16-31. doi:<https://doi.org/10.34109/ijefs.202012102>
- [35] Talan, T. (2020). The Effect of Mobile Learning on Learning Performance: A Meta-Analysis Study. *Educational Sciences: Theory and Practice*, 20(1), 79-103. doi:<https://doi.org/10.12738/jestp.2020.1.006>
- [36] Tolić, I. (2020). Creating and Managing Experiences in Cultural Tourism \_ Edited By: Daniela Angelina Jelinčić and Yoel Mansfeld. *Croatian International Relations Review*, 26(86), 179-182.
- [37] Tunitit, A. A. (2020). Volunteer Probation Assistants' Awareness of Functions and Problems encountered alongside Probation and Parole Officers. *International Journal of Criminal Justice Sciences*, 15(1), 142-156.
- [38] Tumthong, D., Sirasoonthorn, P., Humphrey, R., Lincharoen, A., & Siripornpaibul, T. (2019). The Social Determinant Factors and Policy Recommendations for an Efficient Management of State Educational Funding: A Case of Vocational Education in Thailand. *Journal of Education Studies*, 47(4), 208-227.
- [39] Turiel, E., & Banas, K. A. (2020). The Development of Moral and Social Judgments: Social Contexts and Processes of Coordination. *Eurasian Journal of Educational Research*, 20(85), 23-44.
- [40] Ulul, A. (2020). *THE LEADERSHIP STYLES AND COMMUNICATION PATTERNS OF THE HEADMASTER IN REALIZING EDUCATION QUALITY MANAGEMENT IN MA MUALLIMIN NW ANJANI OF EAST LOMBOK-INDONESIA*. Universitas Mataram,
- [41] Valencia, G. A. D. (2020). Forms of informal financing of informal traders in Colombia Cases: Cúcuta, Ibagué and Villavicencio. *Cuadernos de Economía*, 43(123), 259-274.
- [42] Verbin, N. (2020). Embracing Paradox: Maimonides and Kierkegaard on Divine Transcendence and Immanence. *European journal for philosophy of religion*, 12(2), 149-179. doi:<https://doi.org/10.24204/ejpr.v12i2.3313>
- [43] Vo, P. H., & Ngo, T. Q. (2020). The Role of Agricultural Financing and Development on Sustainability: Evidence from ASEAN Countries. *AgBioForum*, 23(1), 22-31.
- [44] Wenström, S., Uusiautti, S., & Määttä, K. (2018). How does the PRIDE theory describe leadership and organisation that enhances vocational education teachers'(VET) enthusiasm? An analysis of enthusiastic Finnish VET-teachers' perceptions. *European Journal of Workplace Innovation*, 4(1). doi:<https://doi.org/10.46364/ejwi.v4i1.502>
- [45] Yakut, İ. (2020). Promoting the correct production of English sounds in extensive reading-circle classes: Explicit vs. implicit pronunciation training. *Eurasian Journal of Applied Linguistics*, 6(1), 101-118. doi:<https://doi.org/10.32601/ejal.710224>