

การทบทวนวรรณกรรมผลกระทบของภาวะผู้นำในบริษัทโลจิสติกส์

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บทคัดย่อ

วัตถุประสงค์ของการศึกษานี้เพื่อทำความเข้าใจภาวะผู้นำในบริษัทโลจิสติกส์และซัพพลายเชน การศึกษาอยู่ในช่วงเริ่มต้น จึงยังไม่ค่อยมีการศึกษาเกี่ยวกับองค์กรใน เอเชียตะวันออกเฉียงใต้มากนัก นอกจากนี้ความสำคัญและบทบาทของกลุ่มธุรกิจโลจิสติกส์ในภูมิภาคอาเซียน มีเพิ่มสูงขึ้นเรื่อยๆ เนื่องจากมีการรวมตัวกันทางการขนส่งสินค้าภายในภูมิภาคมากขึ้น การทำความเข้าใจ ภาวะผู้นำในบริษัทโลจิสติกส์สามารถช่วยพัฒนาภาวะผู้นำในภาคอุตสาหกรรมนี้ในภูมิภาคอาเซียนได้ ซึ่งจะทำ ให้กระบวนการต่างๆ ของโลจิสติกส์และซัพพลายเชน มีประสิทธิภาพมากขึ้น ในการทบทวนวรรณกรรมนี้ จะกล่าวถึงทฤษฎีภาวะผู้นำในหลายรูปแบบ เช่น ทฤษฎีผู้นำแห่งการเปลี่ยนแปลง ทฤษฎีคุณลักษณะผู้นำ ทฤษฎีอุปนิสัย ภาวะผู้นำตามสภาพการณ์ ภาวะผู้นำแบบแลกเปลี่ยน ทฤษฎีภาวะผู้นำแบบความสามารถพิเศษ แนวคิดภาวะผู้นำแบบบัชชอน หลังจากที่ได้ทบทวนวรรณกรรมพบว่า ทฤษฎีผู้นำแห่งการเปลี่ยนแปลง มีประโยชน์มากที่สุด ที่จะนำไปปรับใช้ในบริษัทโลจิสติกส์และซัพพลายเชน ซึ่งผู้นำประเภทนี้จะต้องมีความ ยืดหยุ่นสูงและปรับตัวเข้ากับสถานการณ์ได้อย่างรวดเร็ว ในขณะเดียวกันทฤษฎีนี้ยังช่วยในการทำความเข้าใจ ความสัมพันธ์ระหว่างผู้นำและผู้ตามได้เป็นอย่างดี รวมทั้งจะช่วยให้เข้าใจในการจะทำให้องค์กรประสบ ความสำเร็จได้มีประสิทธิภาพอีกด้วย

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THE REVIEW OF THE EFFECTS OF LEADERSHIP BEHAVIOR IN LOGISTICS COMPANIES

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Abstract

The study aimed to understand better the leadership behavior of managers in logistics and supply chain management companies. Previous studies had primarily focused on a Western context, neglecting organizations in Southeast Asia. Moreover, the importance of the logistics sector in the ASEAN region was rising due to better intraregional integration and interconnectivity. Understanding the leadership behavior of logistics organizations could help to improve leadership behavior in the logistics sector in the ASEAN region: thus, helping to facilitate the above integration process more effectively. Within the literature review, different leadership style theories, such as transformational leadership, trait leadership, situational leadership, transactional leadership, charismatic leadership, and complexity leadership, were reviewed. The most useful leadership theory to be applied in logistics organizations was transformational leadership theory. This leadership theory can be used in the context of the logistics industry, which requires a high degree of flexibility from leaders. At the same time, the transformational leadership theory contributes to a better understanding of the relations between leaders and followers – and how these relations contribute to organizational success. The transformational leadership theory provided a useful framework to understand how logistics companies achieved economic success.

Keywords: ASEAN, Leadership Theory, Leadership Styles, Logistics, Transformational

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Introduction

Leadership is an influence relationship among leaders and followers who aim to reflect their shared purposes and goals. Harrell and Simpson (2015) indicate that leaders can influence others because of the power associated with their positions. It is more about bringing value to the organization, helping to achieve its values and mission, the opportunity to coach and develop, thereby bringing others along in their careers and perhaps to achieve a better quality of life (Harrell & Simpson, 2015). The intensive discussion in the current literature about the importance of leadership from several researchers suggested some benefits of better understanding on improving business performances of leadership style in specific perspectives.

Vroom and Jago (2007) indicate that strong company leadership can enable meeting the objectives and providing effective organization. Besides, they indicated that leadership is essential for improving and organizational culture changes (Vroom & Jago, 2007). Many contexts described that leadership creates usefulness for organizations, but there is a lack of research that could provide a clear role of leadership that would move the organizational success when focusing on the study of logistics and supply chain Management Companies.

Smalley, Retallick, Metzger, and Greiman (2016) described that to persuade people to act on behalf of the concerned individual, to proceed towards a common goal, that a leadership skill set is necessary to manage a group. Leadership is one of many factors that support the dynamic skill sets of logistics managers to sustain the competitive advantage needed when dealing with changing circumstances (Strang & Kuhnert, 2009). Nonetheless, the current literature studies investigated the issue of leadership in managing logistics performance within the context of Western cultures rather than in Asian contexts. It could be said that there are few studies available that would provide insight knowledge about the attributes of leadership skills. Thus, the purpose of this study focuses on the effects of leadership styles in the context of the logistics industry.

Problem Statement

Understanding the improved economic performances in the logistics industry will be the general problem of this research study. The priority studies illustrated that the managers in Southeast Asian countries concerning economic success (Li & Sun, 2015). This study concentrates on how leadership behavior of managers affects logistics industry performance. Various research studies were conducted on the outstanding business performance; nevertheless, the logistics industry has been neglected. Because of the increasing investment into the infrastructure in Southeast Asia, the meaning of the logistics industry in Thailand, one of the most potent economic countries in the Southeast, is strongly rising (Fujita & Hamaguchi, 2016).

A study focuses on leadership behavior in logistic industry which can fill the existing theoretical gap in academic research. The integration of the Asian region regarding

transportation infrastructure is rising and generating business opportunities for the logistics section. This study will encounter the relevant leadership theory that existing in detail. The requirement for leadership is vital for driving the company's success; numerous types of leadership styles were the key to drive the companies (Inyang, 2013). For instance, trait theory stated that the attribute of each leader is the essential element for the business (Inyang, 2013). Using the trait theory to describe the types of leadership attributes the organization should have been provided in the previous literature, the study's results are acceptable. However, many researchers explained how the trait theory applied in the workplace is not enough to justify leadership traits when circumstances change. As a result, this paper will also include the application of the Transformational Leadership theory, Trait Leadership theory, Situational Leadership theory, Transactional Leadership, Charismatic Leadership theory, and Complexity Leadership theory to support the understanding of the success characteristics of leadership in the organizations that require a high level of flexibility.

Purpose Statement

The study aimed to understand better the leadership behavior of managers in logistics and supply chain management companies. A subordinate task of this study will find out to which extent at the logistics company in Bangkok use elements of successful leadership, as defined within the framework of the leadership theories. In situations requiring flexible decision-making, underlying leadership patterns are better to be recognized and examined.

The overarching research question asks: how does the leadership behavior of managers contribute to high performance? The answer shall help to understand the reasons for the better economic performance of managers in logistic industry. The situations, which will be especially useful to be studied, require high situational adaptability, as defined by the leadership theories. As described above, they are likely to deliver useful results and help us understand what elements of success differ the leadership behavior.

Literature Review

Effective leadership cannot exist without proper authority. To consider this paradigm, it is evident that the link between power and leadership is inevitable. Without one, the other becomes invalid (Harrell & Simpson, 2015). Effective leadership is the employment of sharing and giving ownership of the leaders' vision to all constituents. Leaders must exercise judgment in selecting those with whom they will share responsibility. The leader's sources of power and the degree of acceptance of the interests of the subordinates are the influence of leadership (Paschen & Dihsmair, 2014).

Effective leaders typically use their power to enhance followers' motivation, stimulate team productivity, and foster organizational objectives. Leaders' behaviors are situational in that they often adopt different leadership styles depending on the current

situation (Vroom & Jago, 2007). Leaders who constructively use their power in planning and determining subordinates' assignments can positively affect followers' performance, buy-in, and commitment, thus increasing the organization's global competitiveness (Azman, Mohamad, Rafiuddin, & Zhen, 2010). When leaders involve employees in the decision-making process, workers experience "increased feelings of responsibility and ownership of work," leading to increased motivation (Azman et al., 2010).

As the landscape of leadership is ever-evolving due to rapidly changing and innovative technology, increasing globalization, as well as shifts in cross-cultural and multi-generational teams, understanding leadership theories will afford leaders of the future to be adaptable to changing environments, situations, and challenges (Paschen & Dihsmair, 2014). In applying various leadership style theories, exploring the role of Transformational leadership, Trait Leadership, Situational Leadership, Transactional Leadership, Charismatic Leadership theory, and Complexity Leadership influence in establishing trust and loyalty within the leader-member exchange will be critical to guiding behaviors and attitudes of employees for organizational success. Then, the next step will identify the research gaps that might form one of the research questions to be examined concisely. As a result, it is worth describing each concept in detail and expressing its advantages and disadvantages by using them within the context of logistics service providers.

Trait approach to leadership

The characteristics of a successful, leading superior are similar to the ones of a good commander. Such an individual must not only radiate self-assurance, be able to easily connect to others, be dynamic, be in charge of a situation and the people involved in it but must also have traits such as high situational adaptability. Caruso, Fleming, and Spector (2014) took a closer look at the many attributes that had been recommended in a variety of scenarios. This concept obviously has some downsides. By now, there is still no way of unified attributes recognition, even after the many results that related research had already produced (Caruso et al., 2014). On the other hand, this approach still offers companies the opportunity to apply the identified characteristics for hiring new staff in superior, leading positions.

Wu, Tsui, and Kinicki (2010) stated that there was not enough academic knowledge available about the bundled, overall effect of distinguished team leadership when they researched the direct connection between team accomplishments and the ways persons in charge exercise power. Their research design was one of many that tried to understand the problems that divergent superiors' practices pose to the efficiency of organizations. Their study wanted to find out how the behavior of superiors, treating team members in different ways, influences the team's overall performance.

The researchers designed a study to understand behavior on the team level. With it, they were focusing on individual-centered and team-centered versions of leading superiors' actions (Dinh & Lord, 2012). In 8 organizations, information was retrieved from 70 workgroups

to confirm the applied approach (Dinh & Lord, 2012). After examining the data, it was concluded that a team-centered style of exercising power contributed to internal team alignment and a better overall performance outcome. On the flip side, if people were treated differently within teams, the team effectiveness was reduced. One problem still needs to be addressed. How guiding rules and styles of the person in charge are being applied depends on the corporate or institutional culture. Research like the discussed one that was carried out only within an American corporate context is insufficient for application on a general level.

Transformational theory of leadership

A transformational leader focuses on promoting an organization's core structure and cultivates employee acceptance of and dedication to, organizational mission, vision, and values to motivate followers. The leading people in the hierarchy collaborate with their subordinates to exercise command refers to transformational leadership (Kensbok & Boehm, 2016). Understanding the necessity of the transformation is essential as it needs to use various tools to expand the staff's conditions, inspiration, and effectiveness (Kensbok & Boehm, 2016).

For instance, linking the followers' characters to the assignments they need to carry out is essential. Ewen et al. (2013) stated that inferiors need to be stimulated by giving an example. They must feel a higher level of responsibility while involving with their tasks. It is the leader's job to identify the person in charge that connects staff to the most appropriate projects (Ewen et al., 2013). To have faith in the ability of their subordinates is crucial to transformational leaders. This type of leader guides the complex teamwork circumstance, in which inferiors are forced to overcome the obstacles and increase their confidence in their own professional skill set (Ewen et al., 2013). Employees get motivation guidance from leaders for being ready to produce achievements on an outstanding level.

Martinko, Harvey, and Douglas (2007) outlined that transformational leadership contained four different components. The first one is the person who leads and shows the example to staff; the second one is the person who can lift the spirit of employees. Both elements indicate the quality of charisma of the leaders. The third one is that the leaders should provide a real interest in their needs under their command (Martinko et al., 2007). This element makes superiors relate emotionally positively to superiors and encourage them to more hard work. The last one is to convince team members to bring up ideas (Martinko et al., 2007). In this way, leaders can turn staff into over-achievers by letting them overcome the obstacles. This means that leaders set a task that can be easier approachable even though it is a tough challenge that appears from an employee's perspective (Martinko et al., 2007).

The main part of this kind of leadership is developing and transforming people. Because of the many benefits of using this concept as a theoretical structure; the researchers considered this as a tool for analysis (Azman et al., 2010). The previous literature described that the proactive actions of subordinates might not always build better relations between them and their leaders. Nevertheless, the professional achievement and communication

exchanged between employees on different hierarchy levels are improved. Azman et al. (2010) applied a similar concept to building a better theoretical understanding of the fundamental cognitive operations, especially how people could be enabled to find the required solutions more efficiently when conveying the message with their surroundings. The scholars need crucial elements to be considered. Some factors have to be acknowledged, such as the nature of assignment results, the leaders' systematic response to the assessment effectiveness, and decision-makers responses.

Situational Leadership Theory

Vroom and Jago (2007) contradict the traditional notion that people performing in leadership functions inherited the necessary skills for success already. Instead, and according to them, arriving at such a position of power can merely result from changing circumstances and related needs. Superiors need to apply their skillsets in everyday life and many circumstantial contexts. To be successful, the decision-maker has to acknowledge the diversity of the people within institutions. Circumstantial adaptability demands in its core from the people in charge to apply different attributes to adapt themselves to the encountered issues (Wu et al., 2010). The decision-makers in such settings, requiring circumstantial adaptability, must perceive issues and the surrounding environment without distortions from within themselves or outside. A useful help can be to have clear and detailed rules for a code of conduct that can be applied permanently, and that will help to make employees feel treated equally (Wu et al., 2010).

Creating parameters for different circumstances that superiors can encounter helps them reduce personal bias and stay focused on their everyday tasks. In reverse, if a superior's intentions are to a large extent of a personal nature, divergent behavior and different performances of team members may indicate his partiality (Vroom & Jago, 2007). Kotter (2001) agreed that traits of a leading superior can be learned and even improved individually, within one's capacities, and are not given by nature, putting the article in line with other academic scholars who also acknowledged this concept. Leadership issues force decision-makers to deal with complex problems in a variety of situations.

Kotter (2001) pointed out that it is crucial to differentiate between management and leadership. The first term is connected to how to organize, finance, find new employees, plan, keep an overview of situations, and fix issues (Vroom & Jago, 2007). The second term deals with guiding people, giving reasons for their actions, and lastly, ensuring that they and their superiors are on the same page (Vroom & Jago, 2007). In the contemporary office work environment of the early 21st century, both skills above need to be combined if the person in charge wants to exercise power effectively (Vroom & Jago, 2007). The examined study presents itself in the form of a typical business article. From reading about the writer's applied methods for research, it was not possible to judge how well he investigated his subject matter.

Table 1 Model of Situational Leadership

Types of Leaders	Essential roles
Pacesetting Leader	Leader set up assertive goals to drive subordinate and it will work if subordinates are motivated and competent. Also, con is employees may burnout because it requires a lot of efforts, and it leads high level of stress
Authoritative Leader	Leader set up direction and goals for subordinate and expect them to follow. Clear direction is the key. However, for those who have high experiences and well-educated consider it as dictated.
Affiliative Leader	Leader motivates subordinates by praising and try not to criticize for fostering team bond, connected and sense of belonging within the team. It is best use when team gets stress of needs to rebuild trust. Also, it should not be used as long-term strategy.
Coaching Leader	Leader focuses on individual to help build and improve their skills and talents. It will work if subordinates are open-minded to follow guidance and accept their weaknesses and willing to improve.
Democratic Leader	Leader listens to subordinates' opinion to have them engage on making decision. This approach will work with high qualification of contribution.
Coercive Leader	Leader is in the role of commander and have an ultimate authority to provide direction. It could apply when crisis.

Goleman, Boyatzis, and McKee (2002) have developed another situational theory of leadership. The theory incorporates his development of the concept of emotional intelligence. The idea of six situational leadership categories describes the leadership style and suggests when each style is most appropriate for the organization.

Charismatic Leadership

The process of charismatic leadership influences reactions and responds to situations and challenges related to supporting followers in organizational effectiveness. While leaders direct and motivate followers to behave in ways that contribute to managing work performance for achieving organizational goals and success, organizations are charged with directing and monitoring leaders to utilize ethical and responsible leadership (Kriger & Zhovtobryukh, 2016). Depending on the audience, Nelson Mandela was portrayed as a positive transformational leader, while Adolf Hitler caused negative images; however, both of their articulations and rhetoric inspired millions of people to follow them.

Transactional Leadership

Transactional leaders can be seen as reactive, rigidly following organizational policies and procedures, focused on the relationship with followers, bureaucratic, intent on working in a stable environment, and could put themselves ahead of the team (Deichmann & Stam, 2015). In addition, transactional leadership style relies on an economic-based transaction with two primary factors, contingent reward approach, where followers are rewarded for meeting

targets and focused on planning execution and goals, and management by exception, whereby leaders intervene and establish proper rules and protocols (Deichmann & Stam, 2015).

Complexity Leadership

Complexity theory provides some new insights and conceptual frameworks to support the leaders in the organization. The complexity theory will bring the leaders to learn how systems can be more effective and spontaneously self-organized into a more sophisticated form that can be adapted to the organization (Uhl-Bien, & Marion, 2008). There is the need to apply more conventional principles to tackle complexity in leadership to handle leadership complexity. This is because of the inherent cultural variables within the organization (Lichtenstein et al., 2006). It all depends on the sources of complexity and the nature of the industry (Lichtenstein et al., 2006). Leaders can improve business reputation, formal and informal strategic alliances, mergers and acquisitions, and other organizational changes like a restructuring process.

Leadership is more about creating an environment where managers and employees can realize their potential, both individually and collectively (Cooke-Davies, 2011). Leaders need to be focused on the very genesis of the organization and the expectations for which they have been designated as leaders. To use complexity theory, leaders need to reduce complicated things into simple things and then delegate these simple things to their subordinates (Cooke-Davies, 2011). Leaders should take care in obtaining talented people on board and build trust while executing. Also, they should increase the complexity of the assignments given to the reporting officers so that they will be able to handle complexity in the future (Cooke-Davies, 2011). If the leader is executing his leadership as expected, he can control the organization and lead it towards its goals.

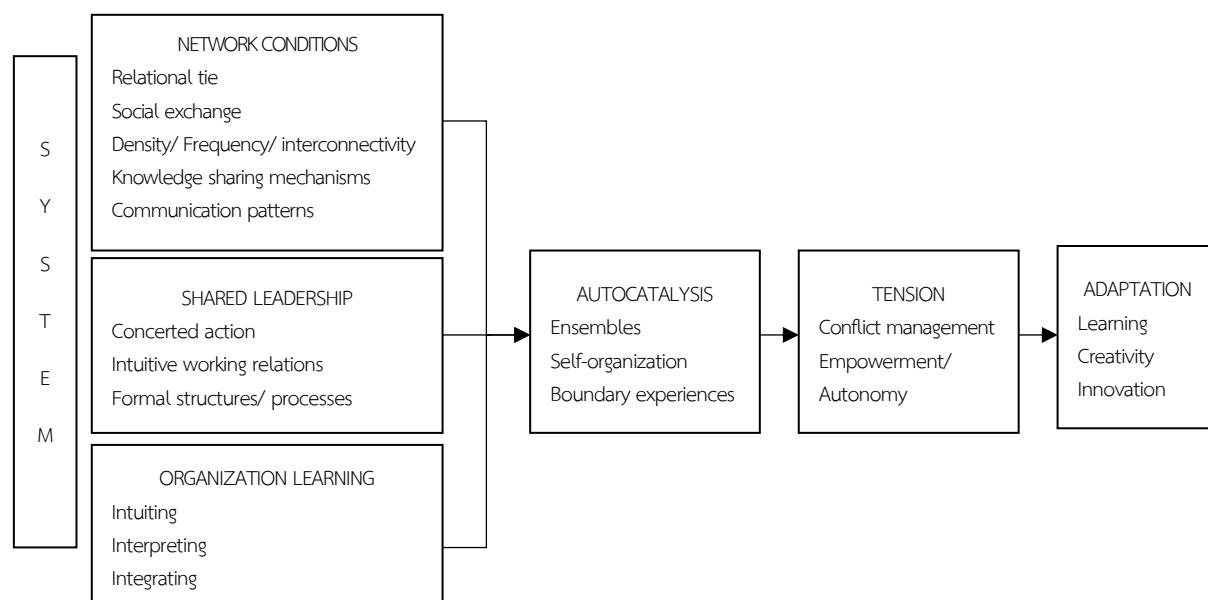


Figure 1 A model of complexity leadership development (Burnes, 2005)

The model of complexity leadership development can help organizations determine the processes they need to develop to support complexity leadership in action. The model focuses on both system criteria to optimize an organization's capacity or adaptive capability arising through distributed intelligence. It is argued here that complexity leadership offers an alternative systemic perspective on the nature of leadership that can help social systems organize themselves more effectively to promote adaptation and change.

Leadership in third-party logistic provider: A research agenda

Logistics and Supply chain Management have become powerful and essential industries that drive the success of many organizations nowadays. The nature of this business is specific and different from other companies; thus, we anticipate seeing the different leadership styles that achieve in the workplace. As a result, the study of leadership's power is essential in the research topic. Dubey, Gunasekaran, and Ali (2015) stated that employee belief in building a relationship with the leader would make him more valuable, and other colleagues will respect him more. This kind of value raises the individual's confidence level and increases the individual's sense of performance and fellowship (Dubey et al., 2015). Within the context of leadership, research explained the importance of building the relationship and the relationship between the leader and the followers.

In addition to the research topic of building the development direction of the logistics companies by using leadership's power, many researchers suggest that to follow duties from the followership proactively and to support their supervisors is the main capability to achieve organizational goals (Agho, 2009). To increase the influence component of leadership, the leader needs to portray traits that useful to followers. Values are related to individuals that have self-control, critical thinking, and independent skills for what they manage (Agho, 2009).

Agho (2009) conducted a study to understand followership better; he provided a three-page questionnaire, sampling 302 senior-level executives to observe managers' perception of followership. Agho (2009) study on the critical skills in followership that are composed of traits such as problem-solving, flexibility, and integrity. The study describes that the leadership's skill and followership can be practiced, and that the effectiveness of leaders increases the influence and collaboration of workgroups. Nevertheless, the passion for practicing leadership and followership still couldn't be explained.

Conclusion

This study summarized the theories of leadership that explain its essential role and are to be used for theoretically conceptualizing and approaching the research questions. The review paper focuses on the effects of leadership behavior of managers in Logistics companies and on improving the economic performances in this sector.

Table 2 The summary of review results on leadership theories

Types of Leadership	Summary of Review Results
Trait Leadership	Leader should have self-assurance, interpersonal skills, high situation adaptability and provide dynamic. However, the downside is no unified attributes recognition (Caruso, Fleming & Spector, 2014). Also, if leader use team-center style of exercising power for contribution of alignment within the team, it will get better performance (Dinh & Load, 2012).
Transformational Leadership	To promote core structure of organization, mission, vision, and value and to cultivate and motivate subordinate, leader needs to be stimulated by being a good example. Also, Transformational leadership could guide when teamwork circumstance is complex in which leader will increase their confidence and force them to overcome obstacle with professional skill set (Ewen, et al., 2013).
Situational Leadership	Leader is required to have ability to adapt in any kinds of situation and provide useful help will make subordinates feel treated well (Wu et al., 2010). Also, creating parameters for different circumstances that superiors can encounter helps them reduce personal bias and stay focused on their everyday tasks (Vroom & Jago, 2007).
Charismatic Leadership	While leaders direct and motivate followers to behave in ways that contribute to managing work performance for achieving organizational goals and success, organizations are charged with directing and monitoring leaders to utilize ethical and responsible leadership (Kriger & Zhovtobryukh, 2016).
Transactional Leadership	Transactional leaders focused on the relationship with followers, bureaucratic, intent on working in a stable environment, and could put themselves ahead of the team (Deichmann & Stam, 2015).
Complexity Leadership	The complexity theory will bring the leaders to learn how systems can be more effective and spontaneously self-organized into a more sophisticated form that can be adapted to the organization (Uhl-Bien, & Marion, 2008). Also, to use complexity theory, leaders need to reduce complicated things into simple things and then delegate these simple things to their subordinates as well as to maintain talented employees and build trust while executing (Cooke-Davies, 2011).

Table 2 shows the summary of review results in each leadership theory. Each theory has its own core of characteristic and leader should apply it depending on the circumstance. What elements of success can be identified that will apply to the logistics industry in Southeast Asia in general? A useful theory that would be suitable for this study is transformational leadership theory. Regarding this theory, we can examine the situations that require high flexibility from leaders and their behaviors, affairs that deliver beneficial data for the study at the same time. The theory will identify elements of success within the leadership style of managers in the defined setting. Moreover, the exploration of relationships between leaders and followers on a deep level will extend the current study in the existing literature of leadership in logistics organizations. The transformational leadership theory provides a useful framework to understand how logistics companies achieve economic success.

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