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CATALYZING MANAGERIAL SUCCESS: LEADERSHIP, TEAMWORK, AND ORGANIZATIONAL CULTURE IN THAI PRIVATE ENTERPRISES

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Abstract

In an era of relentless market volatility, achieving sustainable competitive advantage relies heavily on cultivating intangible organizational capabilities. This study investigates the combined influence of leadership, teamwork, and organizational culture on managerial success within private companies in Lower Northern Thailand. Grounded in the resource-based view (RBV), this research addresses the empirical gap regarding these human-centered dimensions in regional, resource-constrained business environments. Employing a quantitative cross-sectional survey design, primary data were collected from 400 employees across five provinces and analyzed using multiple regression models. Empirical findings reveal that leadership, teamwork, and organizational culture are statistically significant, positive predictors of managerial success. Notably, transformational leadership, team effectiveness, and work quality emerged as the most potent drivers, with the integrated model explaining 86.7% of the variance in performance. These results underscore that synergistic integration of visionary leadership, collaborative structures, and adaptive cultural norms directly compensates for tangible resource limitations. The study theoretically extends the RBV paradigm and offers actionable insights for cultivating resilient organizational systems to achieve sustainable competitiveness.

Keywords: Managerial Success, Transformational Leadership, Team Effectiveness, Organizational Culture, Resource-Based View

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Introduction

Organizations operating in today's global economy face persistent uncertainty, rapid technological change, and intensifying competitive pressures. Market volatility, digital transformation, and evolving consumer expectations require firms to adapt to remain competitive continuously. In such environments, sustainable organizational performance depends not only on financial and technological resources but also on the effective management of intangible organizational assets. The resource-based view (RBV) of the firm suggests that sustainable competitive advantage arises from internal resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). Leadership capability, collaborative teamwork, and organizational culture represent such strategic resources because they shape how organizations mobilize human capital, coordinate activities, and sustain long-term effectiveness (Yukl & Gardner, 2020). These human-centered dimensions influence how strategies are formulated, implemented, and institutionalized, particularly in dynamic and resource-constrained environments.

Among these dimensions, leadership has consistently been identified as a central determinant of organizational performance. Over the past several decades, leadership research has evolved from trait-based perspectives toward relational and transformational approaches. Transformational leadership, in particular, emphasizes articulation of vision, intellectual stimulation, inspirational motivation, and individualized consideration (Bass & Riggio, 2006). Empirical evidence indicates that transformational leadership is positively associated with employee commitment, job satisfaction, and performance outcomes (Judge & Piccolo, 2004). By fostering trust, empowerment, and a shared sense of purpose, transformational leaders enhance employees' intrinsic motivation and strengthen organizational adaptability. In uncertain and competitive environments, such leadership behaviors enable firms to align strategic direction with employee engagement, thereby improving managerial effectiveness and organizational resilience (Ling et al., 2008).

Teamwork represents a complementary mechanism through which leadership intentions are translated into coordinated action. Effective teams are characterized by complementary skills, mutual accountability, and commitment to shared goals (Katzenbach & Smith, 2015). Research in organizational psychology demonstrates that team effectiveness improves communication quality, facilitates knowledge sharing, and enhances collaborative problem solving (Salas et al., 2018). These processes support innovation and contribute to improved organizational performance. In small and medium-sized enterprises (SMEs), where human and financial resources are often limited, cohesive teamwork can compensate for structural constraints and enhance operational flexibility. Through shared responsibility and collective learning, effective teams support managerial decision-making and contribute directly to organizational success.

Organizational culture provides the broader context within which leadership and teamwork operate. Culture refers to the shared values, assumptions, and norms that guide members' behaviors and interpretations of organizational life (Schein, 2017). A strong and adaptive culture aligns employee behavior with strategic objectives, promotes internal cohesion, and reinforces performance-oriented practices. Empirical studies demonstrate that adaptive cultures are positively associated with innovation, employee engagement, and organizational effectiveness (Denison et al., 2014). Culture therefore functions as an integrative framework that shapes leadership expression and team interaction. When cultural norms emphasize quality, collaboration, and continuous improvement, they amplify the positive effects of leadership and teamwork on managerial outcomes.

Although leadership, teamwork, and organizational culture have been widely examined in Western contexts, empirical research investigating their combined influence within regional Thai business environments remains limited. Most prior studies have analyzed these constructs independently rather than as interrelated predictors of managerial success. Furthermore,

relatively little empirical attention has been given to private companies operating in subnational regions of Thailand, particularly in Lower Northern Thailand. This region plays an important role in supporting local employment and economic activity; however, many firms operate within family-owned structures and face resource limitations that may influence managerial practices. These contextual characteristics may shape how leadership authority is exercised, how teamwork structures develop, and how organizational norms evolve.

Despite the expanding international literature, two important research gaps remain. First, limited research has examined leadership, teamwork, and organizational culture simultaneously within a unified empirical framework to explain managerial success. Examining these constructs in isolation may overlook their interactive and reinforcing effects. Second, empirical evidence from regional Thai private enterprises remains underdeveloped, particularly in areas outside major metropolitan centers. Addressing these gaps is essential for understanding how intangible organizational resources operate in emerging regional economies.

Grounded in the resource-based view (Barney, 1991), the present study conceptualizes leadership capability, team effectiveness, and organizational culture as strategic internal resources that contribute to sustained managerial success. By integrating these dimensions within a single analytical model, this research seeks to explain how human-centered organizational systems drive performance in private companies located in Lower Northern Thailand. The study contributes to the literature by extending established management theories into a regional Southeast Asian context and by providing empirical evidence regarding the relative influence of leadership, teamwork, and organizational culture on managerial success. In doing so, the research offers contextually grounded insights that may inform managerial development and organizational strategy in Thai private enterprises.

Literature Reviews

The effectiveness of organizational management has long been associated with the strategic integration of leadership, teamwork, and organizational culture. These constructs represent interrelated dimensions of internal organizational capability that influence managerial performance and long-term competitiveness. Grounded in the resource-based view (RBV), intangible organizational resources such as leadership competence, collaborative capacity, and shared cultural values are considered critical drivers of sustained competitive advantage (Barney, 1991). Within this framework, leadership, teamwork, and culture function not as isolated elements but as mutually reinforcing systems that influence managerial success.

Leadership and Managerial Success

Leadership remains one of the most extensively examined predictors of organizational performance. Transformational leadership theory suggests that effective leaders inspire followers to transcend self-interest for collective goals by articulating a compelling vision, providing intellectual stimulation, and demonstrating individualized consideration (Bass & Riggio, 2006). These leadership behaviors foster employee engagement, trust, and motivation, thereby enhancing performance outcomes.

Meta-analytic evidence supports the positive association between transformational leadership and various indicators of organizational effectiveness. Judge & Piccolo (2004) found that transformational leadership is strongly correlated with employee satisfaction, leader effectiveness, and overall job performance. By encouraging innovation and commitment, transformational leaders create organizational environments conducive to strategic alignment and adaptability.

In private enterprises, particularly those operating under resource constraints, leadership effectiveness becomes even more critical. Limited access to financial capital may be compensated for by strong leadership that effectively mobilizes human resources and promotes

a shared organizational purpose. Beyond individual influence, leadership also shapes organizational climate and team dynamics. Leaders establish expectations, model behavioral norms, and influence how employees interpret organizational objectives (Yukl & Gardner, 2020). Consequently, leadership can be understood as a foundational mechanism for translating strategic direction into operational performance.

Teamwork and Organizational Performance

Teamwork represents a complementary organizational capability that operationalizes leadership vision through coordinated action. Effective teams are characterized by complementary expertise, mutual accountability, and commitment to shared performance standards (Katzenbach & Smith, 2015). In contemporary organizations, team-based structures facilitate flexibility, innovation, and rapid problem resolution.

Research on team effectiveness highlights the importance of communication quality, coordination mechanisms, and shared mental models (Salas et al., 2018). When team members clearly understand their roles and share common goals, collaboration improves, and performance strengthens. Team effectiveness has been associated with enhanced creativity, improved decision-making, and higher productivity.

Within small and medium-sized enterprises (SMEs), teamwork assumes particular importance. Smaller firms typically operate with limited specialization and fewer hierarchical layers, requiring employees to collaborate across functional boundaries. Effective teamwork promotes knowledge sharing and adaptive problem solving, thereby compensating for structural and resource limitations. Moreover, leadership behaviors often influence team cohesion and psychological safety, reinforcing the interdependence between leadership and teamwork (Yukl & Gardner, 2020).

Organizational Culture as an Integrative Mechanism

Organizational culture provides the normative framework within which leadership and teamwork operate. Culture encompasses shared assumptions, values, and beliefs that guide behavior and shape organizational identity (Schein, 2017). A strong organizational culture aligns individual actions with collective objectives, reduces ambiguity, and fosters internal cohesion.

Empirical research suggests that adaptive cultures, particularly those emphasizing involvement, consistency, and mission clarity, are positively associated with performance effectiveness (Denison et al., 2014). Similarly, Cameron & Quinn (2011) proposed that cultures promoting collaboration and continuous learning enhance organizational agility and innovation.

Culture therefore shapes how leadership behaviors are interpreted and how team processes unfold. In organizations that emphasize quality orientation and collaboration, leadership initiatives and team efforts are more likely to translate into measurable managerial outcomes. Conversely, fragmented or misaligned cultures may undermine strategic coherence. Without shared values and clear behavioral norms, leadership directives may be inconsistently implemented, and teamwork may lack cohesion. Culture thus functions as an integrative system that can either amplify or constrain the effectiveness of leadership and teamwork.

Interdependence of Leadership, Teamwork, and Organizational Culture

Increasingly, scholars emphasize the systemic interdependence among leadership, teamwork, and organizational culture. Leadership behaviors influence team climate and contribute to cultural development over time. In turn, cultural norms shape acceptable leadership styles and team interactions.

This reciprocal relationship suggests that managerial success cannot be attributed solely to individual leadership traits or team configurations. Instead, it must be understood as the product of integrated organizational systems. From an RBV perspective (Barney, 1991), the synergy

among leadership capability, team effectiveness, and adaptive organizational culture constitutes a valuable and difficult-to-imitate strategic resource.

Examining these constructs simultaneously within a unified analytical framework provides a more comprehensive explanation of managerial success than studying them independently. Such integration is particularly relevant in regional private enterprises, where intangible human-centered resources may play a decisive role in sustaining competitiveness. Accordingly, this study conceptualizes leadership, teamwork, and organizational culture as interrelated predictors of managerial success. The proposed conceptual framework (Figure 1) illustrates the hypothesized relationships among these constructs and guides the empirical investigation.

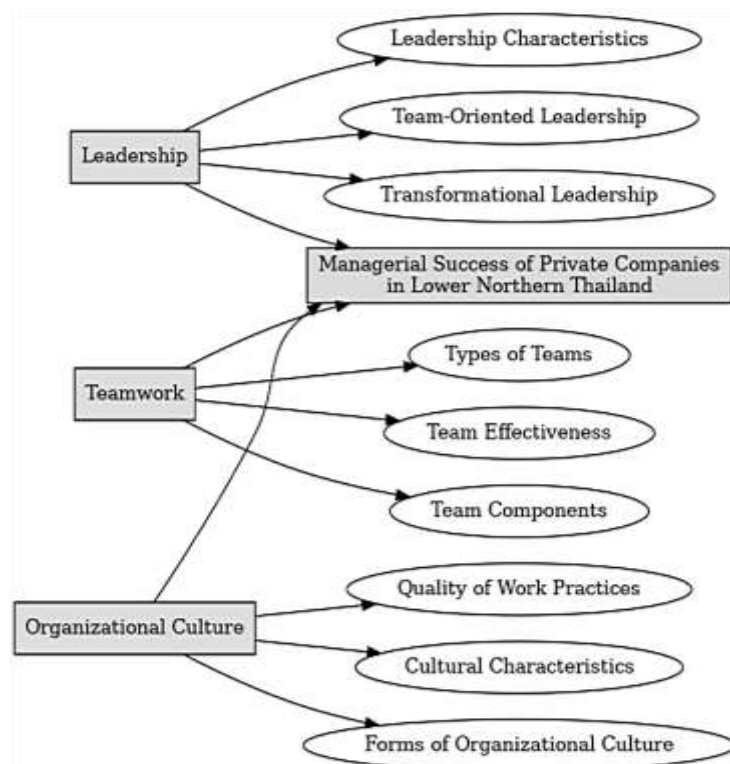


Figure 1 Conceptual Framework of Leadership, Teamwork, and Organizational Culture as Determinants of Managerial Success in Private Companies in Lower Northern Thailand

Research Methods

Research Design

This study employed a quantitative cross-sectional survey design to examine how leadership, teamwork, and organizational culture predict managerial success among private companies in Lower Northern Thailand. A survey approach was selected because it enables the systematic collection of standardized data from a relatively large sample, thereby facilitating statistical analysis and hypothesis testing (Creswell & Creswell, 2018). Given the study's objective to examine predictive relationships among multiple constructs, quantitative analysis was considered appropriate for identifying statistically significant associations and estimating the relative explanatory power of each predictor.

Population and Sampling

The target population consisted of employees working in private companies located in the Lower Northern Region of Thailand, including Phitsanulok, Phichit, Nakhon Sawan, Uttaradit, and Phetchabun. These provinces represent an important regional economic cluster characterized by a high concentration of small and medium-sized enterprises (SMEs).

Due to the absence of a comprehensive sampling frame and practical constraints associated with accessing organizational lists, a combination of purposive and accidental (convenience) sampling techniques was employed. Purposive sampling ensured that respondents were full-time employees with at least one year of work experience, thereby providing adequate familiarity with managerial practices. Accidental sampling was applied during on-site data collection to obtain voluntary participation.

The final sample consisted of 400 respondents. While Yamane's (1973) formula was initially referenced to estimate sample size, the final number of respondents was determined to ensure adequate statistical power for multiple regression analysis. According to Cohen (1988), a sample size of approximately 300-400 is sufficient to detect medium effect sizes with adequate statistical power (0.80) in regression models with multiple predictors. Therefore, the achieved sample size was considered appropriate for inferential analysis. However, the use of non-probability sampling may limit the generalizability of the findings beyond the study region.

Data Collection

Data were collected using a structured, closed-ended questionnaire divided into five sections. Section 1 collected demographic information, including gender, marital status, age, education level, tenure, and monthly income. Nominal scales were used for gender and marital status, while ordinal scales were applied to age, education level, tenure, and income.

Section 2 measured leadership using items reflecting leadership characteristics, team-oriented leadership, and transformational leadership. The measurement framework was conceptually grounded in transformational leadership theory (Bass & Riggio, 2006).

Section 3 assessed teamwork, including team structure, team effectiveness, and collaborative components. The measurement items reflected key dimensions of team effectiveness identified in organizational research (Salas et al., 2018).

Section 4 measured organizational culture, including work quality orientation, cultural characteristics, and cultural forms. The measurement structure was conceptually informed by established models of organizational culture (Schein, 2017; Denison et al., 2014).

Section 5 assessed managerial success, incorporating indicators related to effective management, organizational development, and overall managerial performance.

All substantive constructs were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Likert-scale responses were treated as continuous variables for parametric statistical analysis, consistent with common practice in organizational research (Field, 2018).

Content validity was established through expert review. Three academic experts in management and organizational behavior evaluated the questionnaire for clarity, construct alignment, and relevance. Revisions were made based on their recommendations.

A pilot study was conducted with 30 employees from private firms within the study region to assess reliability and clarity. Internal consistency reliability was evaluated using Cronbach's alpha. The overall Cronbach's alpha coefficient exceeded the recommended threshold of 0.70 (Nunnally & Bernstein, 1994), indicating satisfactory reliability.

Cronbach's alpha coefficients were also calculated separately for leadership, teamwork, organizational culture, and managerial success to ensure adequate internal consistency at the construct level.

Data collection was conducted over a defined period by directly distributing questionnaires to participating organizations. Prior to participation, respondents were informed of the study's objectives and assured of anonymity and confidentiality. Participation was voluntary.

Completed questionnaires were screened for missing values and response inconsistencies. Cases containing excessive missing data were excluded prior to statistical analysis. This procedure ensured data quality and minimized potential bias arising from incomplete responses.

Data Analysis

Data analysis was conducted using both descriptive and inferential statistical techniques. Descriptive statistics including frequencies, percentages, means, and standard deviations were used to summarize demographic characteristics and response patterns.

Inferential analysis was performed using multiple regression analysis to examine the predictive effects of leadership, teamwork, and organizational culture on managerial success. Multiple regression is appropriate when examining the influence of multiple independent variables on a single dependent variable (Field, 2018).

Prior to conducting regression analysis, several statistical assumptions were evaluated. Multicollinearity was examined using variance inflation factors (VIF) and tolerance values. Residual normality was assessed through visual inspection of histograms and normal probability plots. Homoscedasticity was evaluated by examining standardized residual scatterplots. Independence of errors was assessed using the Durbin-Watson statistic.

These diagnostic procedures ensured the robustness and validity of the regression models. Both R^2 and adjusted R^2 values were reported to provide a more accurate estimate of the explained variance, given the number of predictors in the model.

Overall, the methodological framework was designed to ensure systematic data collection, measurement reliability, and statistical rigor. Although the use of non-probability sampling limits external generalizability, the analytical procedures employed provide robust evidence regarding the relationships among leadership, teamwork, organizational culture, and managerial success within the regional context examined.

Research Ethics

This study was conducted in accordance with established ethical standards for research involving human participants. Ethical approval was obtained from the Human Research Ethics Committee of Northern College prior to data collection (Approval No. NRED 0029/2568). Participants were provided with informed consent forms explaining the study's objectives, voluntary participation, confidentiality protections, and their right to withdraw from the study at any time without penalty. Only respondents who provided informed consent were included in the analysis. No personally identifiable information was collected, and all responses were anonymized using numerical codes. The collected data were securely stored in password-protected files accessible only to the research team. The study posed minimal risk, as it involved voluntary participation in a workplace perception survey, and results were reported in aggregate form for academic purposes only.

Research Results

Descriptive statistics were computed to examine respondents' perceptions of managerial success. As presented in Table 1, the overall composite mean score for managerial success was relatively high (Mean = 3.81, SD = 0.56), indicating generally favorable evaluations across participating organizations. Among the three subdimensions, effective management demonstrated the highest mean (Mean = 3.84, SD = 0.58), followed by overall achievement (Mean = 3.80, SD = 0.59) and sustainable organizational development (Mean = 3.79, SD = 0.57). The consistency across these mean values suggests stable perceptions of managerial performance across measured dimensions.

Table 1 Means and Standard Deviations of Managerial Success

Dimension	M	SD
Effective Management	3.84	0.58
Sustainable Organizational Development	3.79	0.57
Overall Achievement	3.80	0.59
Overall Managerial Success	3.81	0.56

Prior to conducting regression analyses, Pearson correlation coefficients were calculated to examine the relationships among leadership, teamwork, organizational culture, and managerial success. As shown in Table 2, all independent variables were positively and significantly correlated with managerial success ($p < .01$). Leadership demonstrated a strong positive correlation with managerial success ($r = .79, p < .01$). Teamwork showed an even stronger relationship ($r = .87, p < .01$), while organizational culture exhibited the strongest association ($r = .90, p < .01$). Intercorrelations among the independent variables were moderate to strong but remained below the commonly accepted multicollinearity threshold of .90, suggesting adequate discriminant validity and supporting the appropriateness of subsequent regression analyses.

Table 2 Pearson Correlation Matrix

Variable	1	2	3	4
1) Leadership	-			
2) Teamwork	.68**	-		
3) Organizational Culture	.72**	.74**	-	
4) Managerial Success	.79**	.87**	.90**	-

Note: $p < .01$.

Prior to estimating the multiple regression models, fundamental statistical assumptions were rigorously evaluated. Although the intercorrelations among independent variables were relatively high (Table 2), the variance inflation factors (VIF) ranged from 1.61 to 2.63, remaining well below the conservative threshold of 5.00. This confirms that multicollinearity did not confound the regression results. The independence of residuals was established using the Durbin-Watson statistic (1.98), which fell within the acceptable 1.50–2.50 range. Furthermore, residual normality and homoscedasticity were confirmed through visual inspection of P-P plots and a non-significant Kolmogorov-Smirnov test ($p > .05$). However, given the cross-sectional design and reliance on self-reported measures, the potential for common method bias (CMB) cannot be entirely ruled out. While the acceptable VIF values suggest that the constructs maintain sufficient distinctiveness, future research should employ rigorous procedural remedies to mitigate the effects of common method variance definitively. Following the validation of these assumptions, a series of multiple regression analyses were systematically conducted to examine the predictive effects of the specific sub-dimensions of leadership (Table 3), teamwork (Table 4), and organizational culture (Table 5) on managerial success.

A multiple regression analysis was conducted to examine whether leadership dimensions significantly predicted managerial success. As presented in Table 3, the overall regression model was statistically significant, $F(3, 396) = 23.41, p < .001$. The model explained 63.9% of the variance in managerial success ($R^2 = .639$), with an adjusted R^2 of .636, indicating substantial explanatory power. All three leadership dimensions were statistically significant predictors. Transformational leadership exhibited the strongest standardized effect ($\beta = .509, t = 10.238, p < .001$), followed by leadership behaviors ($\beta = .227, t = 4.232, p < .001$) and leadership characteristics ($\beta = .127, t = 2.585, p = .010$). These findings indicate that higher levels of transformational and behaviorally effective leadership are associated with greater managerial success.

Table 3 Multiple Regression Analysis: Leadership Predicting Managerial Success

Predictor	β	t	p
Leadership Characteristics	.127	2.585	.010
Leadership Behaviors	.227	4.232	< .001
Transformational Leadership	.509	10.238	< .001

Model Summary: $R^2 = .639$, Adjusted $R^2 = .636$, $F(3, 396) = 23.41$, $p < .001$

A multiple regression analysis was conducted to examine whether teamwork dimensions significantly predicted managerial success. As presented in Table 4, the regression model was statistically significant, $F(3, 396) = 41.51$, $p < .001$. The model explained 75.9% of the variance in managerial success ($R^2 = .759$), with an adjusted R^2 of .757, indicating substantial explanatory power. All three teamwork dimensions were statistically significant predictors. Team effectiveness demonstrated the strongest standardized effect ($\beta = .411$, $t = 9.548$, $p < .001$), followed by team components ($\beta = .298$, $t = 6.970$, $p < .001$) and team types ($\beta = .238$, $t = 5.728$, $p < .001$). These results indicate that higher levels of team coordination, structural clarity, and collaborative functioning are associated with increased managerial success.

Table 4 Multiple Regression Analysis: Teamwork Predicting Managerial Success

Predictor	β	t	p
Team Types	.238	5.728	< .001
Team Effectiveness	.411	9.548	< .001
Team Components	.298	6.970	< .001

Model Summary: $R^2 = .759$, Adjusted $R^2 = .757$, $F(3, 396) = 41.51$, $p < .001$

A multiple regression analysis was conducted to examine whether organizational culture dimensions significantly predicted managerial success. As presented in Table 5, the regression model was statistically significant, $F(3, 396) = 56.52$, $p < .001$. The model explained 81.1% of the variance in managerial success ($R^2 = .811$), with an adjusted R^2 of .809, indicating strong explanatory power. All three organizational culture dimensions were statistically significant predictors. Work quality demonstrated the strongest standardized effect ($\beta = .396$, $t = 11.190$, $p < .001$), followed by cultural forms ($\beta = .308$, $t = 8.780$, $p < .001$) and cultural characteristics ($\beta = .289$, $t = 8.060$, $p < .001$). These findings indicate that performance-oriented and quality-driven cultural norms are strongly associated with higher levels of managerial success.

Table 5 Multiple Regression Analysis: Organizational Culture Predicting Managerial Success

Predictor	β	t	p
Work Quality	.396	11.190	< .001
Cultural Characteristics	.289	8.060	< .001
Cultural Forms	.308	8.780	< .001

Model Summary: $R^2 = .811$, Adjusted $R^2 = .809$, $F(3, 396) = 56.52$, $p < .001$

To further examine the combined predictive power of leadership, teamwork, and organizational culture, an integrated multiple regression model was estimated to include the three composite constructs simultaneously. As presented in Table 6, the integrated model was statistically significant, $F(3, 396) = 72.84$, $p < .001$. The model explained 86.7% of the variance in managerial success ($R^2 = .867$), with an adjusted R^2 of .865, indicating very strong explanatory power. Among the predictors, organizational culture demonstrated the strongest standardized effect ($\beta = .432$, $t = 12.104$, $p < .001$), followed by teamwork ($\beta = .318$, $t = 8.556$, $p < .001$) and leadership ($\beta = .214$, $t = 5.673$, $p < .001$). All predictors remained statistically significant

when entered simultaneously, suggesting that each construct uniquely contributes to managerial success beyond the effects of the others.

Table 6 Integrated Multiple Regression Model Predicting Managerial Success

Predictor	β	t	p
Leadership	.214	5.673	< .001
Teamwork	.318	8.556	< .001
Organizational Culture	.432	12.104	< .001

Model Summary: $R^2 = .867$, Adjusted $R^2 = .865$, $F(3, 396) = 72.84$, $p < .001$

Conclusion and Discussion

The primary objective of this study was to examine the influence of leadership, teamwork, and organizational culture on managerial success among private companies in Lower Northern Thailand. The empirical findings indicate that all three constructs exert statistically significant and positive effects on managerial success. Across the regression models, transformational leadership, team effectiveness, and work quality emerged as the strongest predictors.

These findings reinforce the argument that intangible organizational capabilities play a decisive role in shaping performance outcomes, particularly within regional and resource-constrained business environments. Importantly, this study extends prior research by simultaneously examining leadership, teamwork, and organizational culture within a unified empirical framework in a Thai regional context, an area that has received relatively limited scholarly attention. While leadership and organizational culture have been widely studied in Western economies, fewer empirical investigations have examined their combined influence within subnational Southeast Asian settings. The present findings therefore contribute contextually grounded evidence to the cross-cultural management literature.

Leadership and Managerial Success in the Thai Context

The results indicate that leadership significantly predicts managerial success, with transformational leadership exhibiting the strongest standardized effect. This finding aligns with extensive international research demonstrating the positive relationship between transformational leadership and organizational performance (Bass & Riggio, 2006; Judge & Piccolo, 2004). Transformational leaders enhance performance by articulating a compelling vision, fostering intrinsic motivation, and encouraging intellectual stimulation.

Within the Thai socio-cultural context, these findings carry additional significance. Thailand is commonly characterized as a collectivist society with moderately high power-distance cultural values (House et al., 2004; Hartnell et al., 2011). In such environments, leadership legitimacy is often rooted in moral authority, interpersonal respect, and relational harmony. Transformational leadership may therefore be particularly effective because it combines visionary direction with individualized consideration qualities that resonate with Thai cultural values emphasizing respect, benevolence, and group cohesion.

Transformational leadership contributes to managerial success through several mechanisms. First, it strengthens psychological commitment by aligning employee values with organizational objectives. Second, it fosters adaptive capacity by encouraging innovation and problem-solving. Third, it enhances interpersonal trust, which is particularly important in family-owned and community-based enterprises common in Lower Northern Thailand. These firms frequently operate with limited formal structures; consequently, leadership behaviors often substitute for bureaucratic controls, thereby improving coordination efficiency. As noted by Yukl & Gardner (2020) and Chankan & Roonpho (2025), leadership effectiveness emerges from the integration of traits, behaviors, and situational adaptability.

Teamwork and Managerial Success in SMEs

Teamwork emerged as a strong predictor of managerial success, with team effectiveness demonstrating the largest effect size among teamwork dimensions. This finding is consistent with research emphasizing that high-performing teams enhance communication quality, coordination, and shared cognition (Salas et al., 2018; Chaiprasit & Santidhiraku, 2011).

Effective teams develop shared mental models that improve decision speed and reduce error rates, capabilities that are critical in dynamic market environments. In the context of Thai SMEs, teamwork may function as a structural equalizer. Many private firms in Lower Northern Thailand operate with lean organizational structures and multifunctional roles. Under such conditions, collaborative capacity becomes a key operational resource.

Katzenbach & Smith (2015) argue that teams outperform individuals when collective accountability and complementary skills are present. Similarly, West (2012) emphasizes the importance of role clarity and interpersonal trust in sustaining team performance. The findings of this study suggest that teamwork acts as a mechanism through which leadership intentions are translated into coordinated organizational action. When teams demonstrate strong effectiveness characterized by clear communication, goal alignment, and mutual accountability, managerial outcomes improve substantially.

Organizational Culture as a Strategic Multiplier

Organizational culture emerged as the strongest overall predictor of managerial success. Among cultural dimensions, work quality exhibited the highest standardized coefficient. This finding highlights the importance of performance-oriented cultural norms in shaping managerial effectiveness.

According to Schein (2017), organizational culture represents shared assumptions that influence how members perceive problems and implement solutions. In practice, cultural norms determine whether leadership initiatives are embraced or resisted and whether teamwork processes are sustained or fragmented. Denison et al. (2014) similarly argue that adaptive cultures enhance organizational performance by promoting involvement, consistency, and mission clarity.

Within regional Thai business environments, cultural alignment may compensate for institutional limitations. SMEs often lack sophisticated management systems; however, strong cultural norms emphasizing quality, responsibility, and collective commitment can substitute for formal governance mechanisms. Culture therefore functions as a strategic multiplier that amplifies the effects of leadership and teamwork. When employees internalize quality standards and shared responsibility, managerial decisions are implemented more consistently, which may explain the high explanatory power observed in the regression models.

Theoretical Implications

This study contributes theoretically by integrating leadership, teamwork, and organizational culture within a single analytical framework grounded in the resource-based view (Barney, 1991). The findings support the RBV proposition that intangible organizational resources constitute key sources of sustainable competitive advantage.

Leadership competence, collaborative teamwork, and adaptive organizational culture represent socially complex and difficult-to-imitate capabilities. The results further demonstrate that these constructs operate interdependently: leadership shapes team dynamics, teamwork operationalizes strategic objectives, and culture institutionalizes shared norms. This systemic interaction advances multidimensional models of managerial effectiveness and deepens understanding of how human-centered capabilities influence organizational performance.

By situating the analysis within Lower Northern Thailand, this research extends established management theories into a non-Western regional context and contributes to the growing literature on cross-cultural management.

Practical Implications

From a managerial perspective, the findings highlight three strategic priorities. First, leadership development programs should emphasize transformational competencies such as articulating vision, empowering others, and practicing ethical leadership. Training initiatives aligned with Thai cultural values, particularly relational leadership and moral stewardship, may enhance managerial effectiveness.

Second, organizations should strengthen teamwork practices by promoting structured collaboration, role clarity, and continuous performance feedback. In SMEs, cross-functional teamwork can significantly enhance flexibility and operational efficiency.

Third, cultivating a performance-oriented organizational culture is essential. Managers should reinforce work quality standards, continuous improvement practices, and collective accountability. Cultural audits and employee engagement initiatives may help align organizational values with strategic objectives. At the macro-policy level, these findings highlight the critical need for government agencies and local chambers of commerce to proactively subsidize leadership and management development programs within regional SME clusters, thereby fostering sustainable economic resilience and regional competitiveness.

Recommendations for Future Research

Based on the findings, several recommendations for future research are proposed. First, future studies should employ longitudinal research designs to capture better causal relationships among leadership, teamwork, and organizational culture. Second, probabilistic sampling methods would improve the generalizability of findings across broader organizational contexts. Third, expanding empirical investigations to other regions of Thailand would provide comparative insights into regional variations in managerial practices. Finally, integrating mixed-methods research designs that combine quantitative analysis with qualitative interviews could deepen contextual understanding and contribute to theoretical development within Thai management scholarship.

This study provides empirical evidence that leadership, teamwork, and organizational culture are significant determinants of managerial success among private companies in Lower Northern Thailand. Transformational leadership, team effectiveness, and work quality emerged as the most influential predictors.

The findings underscore that sustainable organizational performance depends not only on financial capital or technological infrastructure but also on intangible human-centered capabilities. By integrating leadership excellence, collaborative teamwork, and adaptive cultural practices, private enterprises can develop resilient managerial systems that sustain competitiveness in dynamic economic environments.

As Thailand continues its transition toward a knowledge-based economy, strengthening leadership capacity, collaborative networks, and adaptive organizational cultures will remain central to both regional and national economic development.

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