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Examining store manager effects in consumer and staff satisfaction: Evidence from Thailand

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ABSTRACT

Relationships between perceived vision-based leadership, and consumer and staff satisfaction are examined in retail stores in Thailand. Store visions characterized by brevity, clarity, future orientation, stability, challenge, abstractness and ability to inspire and containing reference to sales, consumer, employee and store leadership directly predict enhanced store manager leadership as perceived by staff. Such visions also indirectly predict improved staff satisfaction, while staff's perceived leadership improves staff satisfaction directly. There is no direct effect from staff satisfaction on consumer satisfaction as normally expected elsewhere. Practical implications and future research directions have been discussed.

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1. Introduction

Thailand's retail industry has changed dramatically in the last 60 years (Jitpleecheep, 2006). By early 1990s, the country saw many Thai and foreign retailers entered into the industry as the market intensified. Competition gets tougher with unexpected and uncontrollable negative factors (e.g. higher fuel prices and political uncertainty) that hurt the economy and consumer confidence (Economic Review Year-End, 2006). Yet, various retail formats have continued to proliferate, from specialty shops to convenience stores (Jitpleecheep, 2006). With the significant scale and scope of change, some retailers have gone completely out of the industry, others have been taken over.

What kind of leadership is appropriate for Thai retailers in such a time of change? To many scholars, vision-based leadership is recommended for organizations to remain competitive in the fast changing world (Avery, 2004; Bass, 1990; Conger, 1991; Conger and Kanungo, 1987; Tichy and Devanna, 1986). More specifically, vision is viewed as crucial in such a time of change that can become quite disorienting and confusing for some organizational members. As a navigator, vision is seen to possess potent orienting capacities (Davis and Meyer, 1998). It plays a key role in providing a connection to a sense of purpose and meaning greater than oneself, and can serve as a beacon of inspiration during the time of change and disruption. However, whether vision-based leadership is effective in the Thai culture is little

known (Kantabutra, 2008a). The main objective of this paper is therefore to validate vision-based leadership in a Thai retail store setting.

2. Background literature

Although vision-based leadership has been extensively studied, research on vision itself has generally focused on four aspects: development, articulation, communication and implementation (e.g. Nanus, 1992; Quigley, 1993; Robbins and Duncan, 1988; Sashkin, 1992; Wall et al., 1992; Westley and Mintzberg, 1989). Little research has examined what constitutes a vision and how its components might simultaneously affect organizational performance, indicating a room for the present research. More importantly, this little research was conducted in the Western culture, indicating the need to advance our understanding about vision effects in other cultures. Numerous scholars (e.g. Bajunid, 1996; Cheng, 1995; Hallinger, 1995, 2003; Kantabutra, 2005) for example concur that developing nations in the Asia Pacific region need to develop their own knowledge base on leadership. Indeed, the widely adopted Western-derived frameworks usually lack even the mildest forms of cultural validation (Cheng, 1995; Swierczek, 1988). Endorsing this view, much cross-cultural research has also supported that leadership is a culture bound concept and culturally unique or at least that considerably distinctive leadership constructs certainly exist (Jayakody, 2008).

In the South-East Asian contextual setting, little reported research attempts to culturally validate the new leadership theories, including the prevailing vision-based leadership theories. Limited to Japan and the other East Asian countries (Dorfman and Howell, 1997; Boehnke et al., 2003) or Iran (Javidan and Carl, 2004)

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and Israel (Popper and Sleman, 2001; Popper and Druyan, 2001), much of the cross-cultural research that claims to be conducted in “Asia” or “The East” do not indeed encompass South-East Asian nations. Yet conveniently the findings have been used to generalize new leadership theories to the entire Asia. This is a false generalization because South-East Asian countries are indeed significantly different from East Asian countries and the Middle East in many respects (Gupta et al., 2002), in spite of the fact that South-East Asia belongs to the so-called Asian cultures or The East. Thus, the convenient generalization of theories to South-East Asia that is based on findings related to the East Asian or Middle Eastern countries is highly skeptical, indicating an urgent need to validate the new leadership theories in South-East Asia.

Dealing with the prior studies' limitations and the need to advance our understanding about the role of vision-based leadership in South-East Asia, the present study therefore investigates vision effects on leadership outcomes of consumer and staff satisfaction in apparel retail stores in Bangkok, Thailand by taking into account vision realization factors of vision communication and leader passion. A literature review on vision, leader passion, vision communication and consumer and employee satisfaction is discussed below. Based on the review, anticipated relationships are depicted on a conceptual model. Predictions are tested in Thai apparel stores, an adjusted conceptual model and findings, future research directions and practical implications are presented and discussed below.

2.1. Vision

The use of vision has been widely exhorted as one of the main attributes of “effective” leaders (e.g. Avery, 2004; Humphreys, 2004). The leader creates a picture of a future world, which is frequently referred to as a vision (e.g. Hamburger, 2000). He/she then inspires his/her followers by communicating a positive and attractive image of the future, lifting people out of day-to-day existence and putting meaning into their lives (Hamburger, 2000). Every organization, every social movement, begins with a dream or a vision (Kouzes and Posner, 1995). That dream or vision is the force that invents the future. There is no doubt that vision has secured an important place in the leadership and organizational change literature. Still, studies into vision are limited by a lack of clear definitions (Kantabutra, 2009). “Mission”, “philosophy”, “vision” and “values” are often used interchangeably. Avoiding the confusing definitional issue altogether, Baum et al. (1998) define “vision” as each leader defines it, arguing pragmatically that it is the leader's actual vision that guides his/her behavior. Each leader develops a vision in his/her own way (Nanus, 1992) and a leader's style, vision content and operating context vary broadly (Westley and Mintzberg, 1989). Therefore, it is useful to consider the effects of visionary tools that the leader actually employs, rather than possibly confounding the findings by adopting an irrelevant theoretical definition. Later on, Mumford and Strange (2005) suggest that vision is ultimately a cognitive construction or a mental model, a conceptual representation used both to understand system operations and guide actions within the system.

Therefore, a vision is defined in the present study as a mental model that each leader defines, given that it is the leader's actual mental model that guides his/her understanding of operations, choices and actions. Based on the literature review, vision comprises two components: attributes and content. They are discussed in turn below.

2.1.1. Vision attributes

According to a vision theory (Kantabutra, 2009), which fills in the gap among the prevailing vision-based leadership theories

(Bass, 1990; Conger, 1989; Conger and Kanungo, 1987; Tichy and Devanna, 1986; Westley and Mintzberg, 1989), seven vision attributes are identified for effective visions and tested in the present study: brevity, clarity, future orientation, stability, challenge, abstractness and ability to inspire. The vision theory asserts that all seven vision attributes combine to create a positive impact on organizational performance initially through followers. A vision that is only brief will not positively impact organizational performance unless it is clear to followers as to what needs to be done, or it may not challenge followers to do their best. A clear vision alone does not positively impact organizational performance because it can be too lengthy, preventing a leader from communicating it massively and frequently to followers. It also may not be abstract, therefore possibly creating conflicts among groups with diverging objectives and not allowing for individual creative interpretation among followers. A too specific vision makes it difficult to form an effective group to carry out the vision. Moreover, abstractness reflects stability in the vision because it implies no drastic change over time. An unstable vision suggests followers a serious lack of managerial integrity and commitment to the vision, negatively affecting follower morale. A vision that is brief, clear, abstract, challenging and stable will not draw follower commitment in working toward the vision unless the vision is also inspiring or desirable. In addition, when a vision is not inspiring, it is unlikely to develop and nurture a shared vision, critical to organizational performance. An inspiring vision that is clear, brief, abstract, challenging and stable will not be able to attract affective commitment from followers unless it offers a view of a better future. Without an inspiring future picture, a leader is unlikely to be able to draw followers from where they presently are to work toward the vision. Theoretically, each of the attributes alone does not improve vision effectiveness. Only vision characterized by all seven vision attributes is expected to improve organizational performance.

2.1.2. Vision content

Baum et al. (1998) argued that the content or core of a vision needs to be addressed because it is important to organizational growth. Westley and Mintzberg (1989) suggest that the strategic content of a vision may focus on products, services, markets, organizations, or even ideals, with this strategic component being the central image that drives the vision. Moreover, Collins and Porras (1994) suggest that vision content need not be common across different visionary organizations, consistent with Pearson's view (1989) that a successful vision takes into account industry, consumers and the specific competitive environment in identifying an innovative competitive position in the industry. Drawing upon their study in a large Australian public sector organization, Rafferty and Griffin (2004) suggest that one should differentiate between “strong” and “weak” visions, as well as vision content to determine their effectiveness. It appears that vision content can be just about anything (Kantabutra, 2008b). A possible reason for the existence of many vision content proposals is that what to be included in vision content depends on the type of business and competitive environment in which it operates.

2.1.3. Research on vision components

Among the first reported studies, Baum et al. (1998) investigated relationships between vision content and attributes, and organizational performance in new ventures. They found that vision attributes of brevity, clarity, future orientation, stability, challenge, abstractness, desirability or ability to inspire; and content of venture growth imagery impacted venture growth positively, both directly and indirectly, via vision communication. However, this study had a major limitation by including only one

categorical intervening variable of vision communication and did not take into consideration other vision realization factors, particularly leader passion for their vision. Theoretically, if a leader simply communicates to his/her followers about his/her vision without exhibiting his/her strong passion about it, follower and other performance outcomes will not be maximized as a result.

The second exception is the study by Kantabutra and Avery (2007) who addressed Baum et al. (1998)'s limitations by investigating relationships between vision components, vision realization factors, and leadership outcomes of consumer and staff satisfaction in Australian retail stores. Findings endorse the importance of espousing a vision containing reference to consumer and staff satisfaction. The seven vision attributes variable was not significant in this study, because two vision attributes of brevity and desirability were removed, given their insufficient factor loadings. However, empowerment of staff and staff personal factor, comprising staff's use of vision to guide daily operations and staff's emotional commitment to vision, were directly predictive of enhanced consumer satisfaction. Motivation and empowerment of staff, and staff personal factor were directly predictive of enhanced staff satisfaction. Two major limitations of this prior study are that the vision content had a relatively low alpha value, and validity of two vision attributes of challenge and desirability was questionable since independent raters, instead of staff members, determined the extent to which a store manager's vision was challenging and desirable in this study. Independent raters might not know the status quo of each individual store sufficiently well to do so.

In summary, the seven attributes are adopted for the present study, because it is anticipated that in combination they would improve leadership outcomes. Consistent with previous researchers (Baum, 1994; Baum et al., 1998; Kantabutra and Avery, 2007; Locke et al., 1991), the seven attributes are operationally defined as follows. Brevity is the degree to which a vision statement contains 11–22 words, but brevity should not overrule the endeavor to state the vision definitely. Clarity is the extent to which a vision statement directly points at a prime goal. Future orientation is the extent to which a vision statement focuses on the long-term perspective of the organization and the environment in which it functions. Stability is the extent to which a vision statement is unlikely to be changed by any market or technology change. Abstractness is the extent to which a vision statement represents a general idea, as opposed to a narrow, one-time goal that can be met, then the vision is discarded. Challenge is the extent to which a vision statement motivates organizational members to try their best to achieve a desirable outcome. Desirability or ability to inspire is the extent to which a vision statement states a goal that directly benefits organizational members. An example of a complete vision statement is "to be the best retailer in Asia by providing highest-quality products and services".

Similarly, sales, consumer, employee and store leadership are identified as frequently mentioned vision content themes or "imageries" in Australian retail stores (Kantabutra, 2003). Therefore, they are adopted as vision content imageries in the present study. It is anticipated that stores with visions containing references to these four imageries would bring about better leadership outcomes than those without. Sales, consumer, employee and store leadership imageries are operationally defined in the present study as the extent to which each store manager uses images of sales, employee, consumer and leadership in his/her vision.

2.2. Vision realization factors

Although vision is regarded as critical, Jick (2001) suggests that vision contributes only 10%, and implementation is for the rest.

Kantabutra (2005) appears to agree with Jick by asserting that school leaders are required, among other things, to passionately communicate their visions. Therefore, the literature review identifies two leadership factors in the visionary leadership process for the present study: leader passion and vision communication. These are discussed in turn.

2.2.1. Leader passion

An effective leader must first clarify his/her own vision of the future before he/she can enlist others in a shared vision (Kouzes and Posner, 2002). To create a climate of meaningfulness, he/she must personally believe in something himself/herself. Before he/she can inspire others, he/she has to be inspired himself/herself. A leader's passion is a clue to what he/she finds intrinsically rewarding. Visionary leaders are passionate about their visions, which affects followers' outcomes and overall business performance (e.g. Kotter, 1996). Visionary leaders are also said to live their vision by making all their actions and behaviors consistent with it, and by creating a sense of urgency and passion for its attainment (Nanus, 1992). They often express passion for their agendas in the hope of exciting others to support their vision (Nanus, 1992). Even mildly expressed interest will normally be observed by followers. Visionary leaders also inspire a shared vision by their passionate belief that they can make a difference (Kouzes and Posner, 1995). Through their strong appeal and quiet persuasion, they enlist followers in the "dream", breathe life into the shared vision, and get people to see the exciting future possibilities. Visionary leaders behave consistently with their vision (Bennis, 1984; Conger and Kanungo, 1988), because consistent behavior reflects leadership's integrity (e.g. Kouzes and Posner, 1987; Locke et al., 1991). Leadership's integrity is critical because followers recognize very soon to what extent their leader really stands behind the vision, not only within his/her mind, but also with his/her heart (Parikh and Neubauer, 1993).

One could argue that there is no need to measure a leader's passion for his/her vision because one can prophesy that the leader will always be passionate about his/her own vision anyway. However, the present study is interested in investigating a leader's exhibited passion as perceived by his/her staff members.

2.2.2. Vision communication

Leader passion and vision communication are related in some complex ways in the leadership and organizational change literature. To enlist followers in a vision, leaders must know their constituents and speak their language (Kouzes and Posner, 2002). They ignite the flame of passion in others by expressing enthusiasm for the compelling vision of their group. Leaders communicate their passion through vivid language and an expressive style. Vision communication has therefore been emphasized throughout the leadership and organizational change literature as a key to successful organizational transformation (e.g. Avery, 2004). Visionary leaders communicate their visions to promote changes and seek support for the visions, since follower involvement through a vision communication process is core to many charismatic leadership theories (e.g. Bass and Avolio, 1993; House and Shamir, 1993). Leaders communicate their visions in various ways including written statements and personal communication (Kouzes and Posner, 1987). Locke et al. (1991) and Conger and Kanungo (1987) proposed that leaders must use their personal communication skills, including speaking and listening skills, to articulate the vision to followers. Reardon (1991, p. 210) pointed out that "Unless people believe they have chosen to adopt a new attitude and behavior and feel rewarded, they are likely to

revert to old ways". Leaders must communicate their visions in ways that reach out to followers, gripping them by the heart and making them want to get involved in carrying out the visions (Sashkin, 1985). In doing so, leaders must focus attention, communicate personally, demonstrate trustworthiness, display respect and take risks. Kantabutra (2009) suggests that the seven vision attributes facilitate the vision communication process between leader and followers. Obviously, a brief, clear and inspiring vision aids in getting members to act consistently with the vision.

2.2.3. Research on leader passion and vision communication

In terms of research, it is difficult to separate the variables of vision communication and leader passion within an organizational system because they are tightly interwoven in the visionary leadership process. A leader's passion for vision, for example, is closely related to his/her vision communication in the process of creating effects on his/her followers. Therefore, these two variables are discussed together, rather than covering leader passion and vision communication separately.

As far as the variable of leader passion is concerned, Bennis (1984) found that passionate CEOs were very consistent in their actions. They did not "flip-flop" on positions but stood firm, having once taken a position. Another classic case study of visionary leaders by Conger and Kanungo (1988) supports this position. They studied Jack Welch, CEO of General Electric Corporation, and found that he stood firm and behaved consistently with his vision. Consistent behavior also reflects leadership's integrity (Locke et al., 1991). In a study of 5600 managers (Kouzes and Posner, 1987), it was found that integrity, defined as being trustful, trustworthy, and having character and conviction, was the single most frequently mentioned characteristic in superiors that their subordinates looked for and admired. Numerous studies (e.g. Bass, 1990; Kotter, 1996) also found that effective leaders were consistently viewed as passionate, credible and outstandingly trustworthy. Therefore, leader passion is operationally defined as the extent to which a store manager is perceived by staff to be (a) passionate about his/her vision and (b) supportive to his/her vision by actions, and (c) to act consistently with his/her vision.

As the most frequently emphasized factor in the visionary leadership process, vision communication has been a popular topic for organization researchers. In general, successful leaders were found to articulate their visions fluently (e.g. Yukl, 1989), possess a pleasant voice (Bass, 1990) and be confident in their voice tone (Stogdill, 1974). In their survey of over 160 Australian companies, Hewitt Associates (2001) found that leaders of the "Best Employers" organizations, were trusted, open, and honest in their communication, and provided a clear direction for their followers. They also communicated more frequently with their followers than other CEOs in the survey. In a retail store setting, written and technology-mediated vision communications have been found to create positive effects on staff satisfaction (Kantabutra and Avery, 2007).

Accordingly, vision communication for the purposes of the present study is operationally defined as the extent to which a store manager is perceived by staff to communicate his/her vision through any or all of (a) spoken, (b) written and (c) technology-mediated channels.

3. Consumer and employee satisfaction

Baum et al. (1998) employed financial measures (sales, profits and net worth) as leadership outcomes. However, employee and consumer satisfaction are adopted as two leadership outcomes in the present study, given the following reasons. First, applied studies have shown that a supervisor's leadership style is related to the job satisfaction of subordinates (e.g. Bass, 1985; Kantabutra, 2008a; Kantabutra and Avery, 2007). Employees were more satisfied under visionary leadership than under other leadership styles (Bass, 1985). Moreover, where managers serve as immediate supervisors, the type and quality of leadership they provide can influence employee satisfaction, either positively or negatively (e.g. Avery, 2004; Oliver, 1998). Employee satisfaction is also regarded as being closely related to consumer satisfaction, given that employee satisfaction leads to satisfied consumers (e.g. Atchison, 1999; Medley and Larochelle, 1995; Hausfeld et al., 1994). Understandably, consumer satisfaction or dissatisfaction develops when a consumer comes in contact with an employee of a company (Evans and Lindsay, 1996). Finally, both employee and consumer satisfaction are more responsive to leaders' behavior within the short time frame of the study and are not difficult to obtain from small retail businesses.

It must be noted that consumer and staff satisfaction are not regarded as exhaustively explaining organizational performance because (a) a close relation between staff satisfaction and performance has not been established in prior studies (e.g. Brayfield and Crockett, 1955; Iaffaldano and Muchinsky, 1985); and (b) limits to consumer satisfaction as a performance indicator exist elsewhere (e.g. Heskett et al., 1994; Passikoff, 1997).

Employee satisfaction is operationally defined as the extent to which a staff member is satisfied with his/her job as measured by pay, fringe benefits, autonomy, task requirements, staff policies, interaction, professional status, guidance, co-workers, recognition and career advancement (Slavitt et al., 1986). Consumer satisfaction is operationally defined as the extent to which a consumer is satisfied with overall store services as measured by staff availability, friendliness, decoration, presentation of goods, cleanliness, quality of goods, richness of choice, waiting time for checkout, payment methods, price labeling, special offers and sales, shopping hours, prices and shelf/rack layout (Hackl et al., 2000).

4. Conceptual model and hypotheses

Since relationships among vision attributes, vision content, vision communication, leader passion and staff and consumer satisfaction are not yet well understood, Fig. 1 depicts a conceptual



Fig. 1. Conceptual model.

model tested in the present study. The model proposes relationships between vision attributes, vision content, leader passion, vision communication and staff and consumer satisfaction, derived from the literature review.

Based on the relationships expressed in Fig. 1, it is hypothesized that vision attributes and vision content first directly create a positive impact on leader passion. No one can impose a self-motivating vision on a leader (Kouzes and Posner, 2002). Such a vision has to come from within. That is why visionary leaders are passionate about their visions (Kotter, 1996). They personally believe in their vision themselves before they can inspire others and enlist others in a shared vision (Kouzes and Posner, 2002). Therefore how a leader's vision is characterized and what it contains are hypothesized to have an impact on the leader's passion. In the present study, it is hypothesized that store manager visions characterized by the seven vision attributes and containing the four imageries create a positive impact on passion of store managers.

Leader passion then creates a positive impact on vision communication. When leaders feel passionate about the legacy they want to leave, about the kind of future world they want for themselves and for others, they are much more likely to voluntarily step forward (Kouzes and Posner, 2002). If they do not have the slightest clue about their hopes, dreams and aspirations, the chance that they will take the lead is significantly less. In fact, they may not even see the opportunity that is right in front of them. To enlist followers in a shared vision, leaders must know their constituents and speak their language (Kouzes and Posner, 2002). Visionary leaders ignite the flame of passion in others by expressing enthusiasm for the compelling vision of their group. They communicate their passion through vivid language and an expressive style. As Kotter (1999) pointed out that most of the executives he had known in successful cases of major change learned to "walk the talk". Vision communication comes in both words and deeds, and the latter are often the most powerful form.

Vision communication in turn directly affects improved staff satisfaction. Since vision is always about a desirable future (e.g. Collins and Porras, 1994; Sullivan and Harper, 1997), staff will be more satisfied to learn about their leader's vision. In particular, vision is viewed as crucial in times of change where traditional boundaries in businesses and organizations are becoming increasingly blurred between seller and buyer, among competitors, across industries, between jobs and assignments, and between home life and work life (Davis and Meyer, 1998). This boundary-blurring can become quite disorienting and confusing for some staff members, while others thrive on it. As a navigator, vision is seen to possess potent orienting capacities since it plays a key role in providing a connection to a sense of purpose and meaning greater than oneself (Davis and Meyer, 1998). Vision indeed serves as a beacon of inspiration during times of change and disruption for staff, thereby enhancing staff satisfaction. Staff satisfaction then leads to satisfied consumers (e.g. Atchison, 1999; Medley and Larochelle, 1995; Hausfeld et al., 1994) because consumer satisfaction or dissatisfaction develops when a consumer comes in contact with an employee of a company (Evans and Lindsay, 1996).

According to the relationships discussed above, the following directional hypotheses are generated:

Hypothesis 1. Vision attributes is directly predictive of enhanced leader passion.

Hypothesis 2. Vision content is directly predictive of enhanced leader passion.

Hypothesis 3. Leader passion is directly predictive of more frequent vision communication.

Hypothesis 4. Leader passion is indirectly predictive of enhanced staff satisfaction.

Hypothesis 5. Vision communication is directly predictive of enhanced staff satisfaction.

Hypothesis 6. Staff satisfaction is directly predictive of enhanced consumer satisfaction.

5. Methodology

The following subsections discuss data collection, reliability and validity and data analysis.

5.1. Data collection

The sample was drawn from retail apparel stores in the Bangkok, Thailand, that sell brand-new, finished clothing products for individual use, excluding shoes and accessories. Both independent stores and those belonging to a parent company were sampled. All are located in a shopping mall and have their own identity, being in a clearly defined walled area.

Twelve shopping centers in Bangkok major shopping areas were chosen. The major shopping areas were systematically selected to eliminate human bias. In selecting, three shopping malls directories were consulted. Shopping malls considered too small were eliminated. All qualifying stores in each area were approached. Of these, 126 stores (88.7%) agreed to participate, with 16 stores (11.3%) refusing. From the participating stores, store managers, and up to half of each store's total staff members were interviewed. Based on the number of staff determined for each store, the same number of consumers was also interviewed for each respective store. Store manager, staff and consumer samples are opportunistic as they comprise those who are willing to participate in the study.

Store managers refer to full-time store employees who manage their own stores and are stationed there daily. The latter criterion is important because the study is interested in the effects of one store manager's vision only. Staff members are employees working under the store managers, and consumers are individuals who were observed buying a product or service during the researcher's visit. If no consumer was observed buying during the researcher's visit, the researcher returned some time later until the determined number of consumers agreed to participate or three visits were made to the store. Two hundred and fifty one staff members and 258 consumers were surveyed.

Separate questionnaires were used for store manager, staff and consumer respondents. A nine-point ordinal scale underlay all questionnaire items measuring the five domains in Fig. 1. Three trained research assistants interviewed store managers and their staff and consumers. The research assistant asked the store manager if he/she would agree to participate in the study, and allow the research assistant to approach his/her staff and consumers. If the store manager agreed to participate, the research assistant instructed him/her in how to answer the questionnaire. After the store manager finished with the questionnaire, the research assistant would ask for permission to approach his/her staff and consumers. The staff was first informed that no one would be able to learn about his/her responses, then was asked if he/she was willing to participate in the study. If he/she agreed, the research assistant would accompany him/her out of the store to fill in the questionnaire. The store manager was not able to access the staff's responses, although he/she could see which staff completed the questionnaire. After the first staff member agreed to participate, the research assistant approached the next staff member he/she met at the store until three staff questionnaires were completed,

or until it was not possible to complete three staff questionnaires (e.g. a store had only two staff members). Similarly, the consumer was asked if he/she was willing to participate in the study. If he/she was willing to do so, the research assistant instructed him/her to answer the consumer questionnaire. The research assistant then approached the next buying consumer until three consumer questionnaires were completed, or until it was not possible to complete three consumer questionnaires (e.g. a store did not have three consumers who were buying a product during the day of visit). Response rates for staff and consumers are 66.40% and 68.25%, respectively. Those who refused are not reapprached.

The questionnaires were initially developed in English, and then translated into Thai for respondents by a bilingual professional translator. The Thai questionnaires were translated back to English by a different bilingual professional translator to ensure face validity. The English translation was consistent with the original English version. The store manager questionnaire collected data on vision and demographic information. Specifically, store managers were asked to describe their visions or mental models on a space provided. A vision or mental model was defined for them as a future envisioned for their stores and how they would like to see their stores develop in the future. In case of a branch store, a store manager's vision could be the same with its headquarters' vision if the store manager felt that the headquarters' vision was the same with his own vision for the store. Questions measuring leader passion and vision communication were included in the staff questionnaire. Staff members also responded to six components of job satisfaction based on criteria developed by Slavitt et al. (1986). The consumer questionnaire collected data on 14 items measuring consumer satisfaction with services at the store using criteria from Hackl et al. (2000).

5.2. Validity and reliability

Store manager "vision" statements were rated by three independent raters, using a 5-point ordinal scale, where 1 indicates absence of each vision attribute/content imagery and 5

indicates strong presence of each vision attribute/imagery. While rating, each rater kept referring to vision prototypes adapted from Baum et al. (1998) and Kantabutra and Avery (2007). For example, Table 1 shows the vision attributes prototype.

All inter-rater reliability values for vision attributes/content imageries exceed 0.8, the criterion for acceptable reliability (Fornell and Larcker, 1981). Where managers reported no vision, zero was assigned to the vision attributes/content imageries. The present study addresses the vision rating limitation of the prior studies by Baum et al. (1998) and Kantabutra and Avery (2007) by having staff respondents to indicate the extent to which their store managers' visions were inspiring and challenging. Doing so is more accurate than having outside independent raters to rate the two vision attributes since staff respondents know the status quo of their stores better.

Based on (a) the vision theory (Kantabutra, 2009) which asserts that all seven attributes need to combine to enhance vision effectiveness, (b) a recent previous finding that vision attributes not characterized by all of the seven attributes rendered no significant effect on staff and consumer satisfaction in Australian retail stores (Kantabutra and Avery, 2007), rated scores for the seven vision attributes were combined to form the vision attributes variable for each store. Similarly, since vision content can theoretically be about reference to anything (Westley and Mintzberg, 1989), rated scores for the four vision content imageries were combined to form the vision content variable. Given the two theoretical reasons, a test for construct validity is not conducted for vision attributes and vision content.

Combining scores of sub-variables to form each of the other measurement domain constructs is considered justified, because they are adjusted according to results of two confirmatory factor analyses (see Tables 2 and 3).

On both tables, all factor loadings load at 0.7 or higher. Those items (e.g. spoken vision communication) whose extraction values are below 0.5 or factor loadings do not load at 0.7 or higher are dropped from their respective constructs. After the adjustments, construct validity for all constructs is sufficiently present.

Table 1
Vision attributes prototype.

No.	Vision prototype		Vision attribute				
			Brief	Clear	Abstract	Future oriented	Stable
1	We want to become the best retailer in Thailand in 2010.	เราจะเป็นผู้ค้าปลีกที่ดีที่สุดในประเทศไทยภายในปี 2010	5	5	5	5	5
2	We want to be a store that people are proud of and committed to, where all employees have an opportunity to contribute, learn, grow, and advance based on merit, not politics or background. We want our people to feel respected, treated fairly, listened to and involved. Above all, we want to build on the foundations that we have inherited, affirm the best of our traditions, closing gaps that may exist between principles and practices, and updating some of our values to reflect contemporary circumstances.	เราต้องการจะเป็นร้านที่ลูกค้านักภูมิใจและมั่นคง เป็นร้านที่พนักงานมีโอกาสมีส่วนร่วม เรียนรู้ เจริญก้าวหน้าตามผลงาน ไม่ใช่ว่าการเมืองหรือพื้นฐานทางสังคม เราต้องการให้พนักงานรู้สึกถึงการให้ความสำคัญเคารพ ปฏิบัติอย่างเป็นธรรม เสนอความคิดเห็นแล้วได้การยอมรับ เหนือสิ่งอื่นใดเราต้องการพัฒนารากฐานที่มีอยู่แล้วให้ดีขึ้นไปอีก พยายามขจัดช่องว่างระหว่างหลักการและการปฏิบัติจริง และปรับปรุงค่านิยมต่างๆ ให้ทันสมัย	0	1	3	1	2
3	We want to be recognized before the year 2010 for high retail professionalism and consumerism in headlines of Thai Retailers Association newsletter for providing the best quality retail services and customer satisfaction in Bangkok.	เราต้องการเป็นที่ยอมรับก่อนปี 2010 ว่าเป็นร้านค้าปลีกมืออาชีพและลูกค้าเป็นใหญ่ ใน headlines ของจดหมายเวียนของสมาคมผู้ค้าปลีกแห่งประเทศไทย สำหรับการค้าปลีกที่ดีที่สุดและลูกค้าภูมิใจสูงสุดในกรุงเทพฯ	4	5	3	5	4
4	We want to be recognized for developing Thailand's most highly skilled retail workforce through team self-selection and self-mentoring of apprentices.	เราต้องการยอมรับว่าได้อบรมแรงงานด้านค้าปลีกที่มีทักษะที่ดีที่สุดในประเทศไทย โดยการคัดเลือกและให้การสอดส่องดูแลพนักงานฝึกหัด	5	4	3	4	4
5	We want to double our customer satisfaction rate in 2 years.	เราต้องการเพิ่มอัตราความพึงพอใจของลูกค้าเป็นสองเท่า ภายในสองปี	5	5	2	1	1

Table 2
Construct validity and Cronbach's alphas for passion and vision communication variables.

No.	Variable name	Measured item	Rotated component Matrix			Cronbach's alpha
			1	2	Communalities	
1	Vision attributes	Brevity clarity Abstractness Challenge Stability Desirability/ability to inspire Future orientation	Combined for a theoretical reason			0.68
	Vision content	Sales imagery Customer imagery Employee imagery Leadership imagery	Combined for a theoretical reason			
2	Vision communication	Written channel	0.16	0.91	0.86	0.83
		Technology-mediated channel	0.11	0.91	0.84	
	Passion	Store manager passion for vision	0.79	0.01	0.62	
		Store manager behaviour consistent with vision	0.88	0.19	0.83	
		Store manager support for vision by actions	0.93	0.25	0.90	0.84
		*Varimax with Kaiser normalization				

Table 3
Construct validity and Cronbach's alphas for staff and consumer satisfaction variables.

No.	Variable name	Measured item	Rotated component matrix			Cronbach's alpha
			1	2	Communalities	
1	Staff satisfaction	Pay	0.03	0.74	0.55	0.91
		Fringe benefits	0.15	0.82	0.69	
		Task requirements	-0.08	0.83	0.70	
		Staff policies	-0.04	0.85	0.73	
		Professional status	0.08	0.82	0.68	
		Recognition	0.03	0.77	0.59	
		Career advancement	0.11	0.88	0.78	
2	Consumer satisfaction	Staff availability	0.73	0.15	0.56	0.95
		Friendliness	0.74	0.14	0.57	
		Decoration	0.88	0.08	0.78	
		Presentation of goods	0.87	-0.00	0.76	
		Cleanliness	0.82	0.07	0.67	
		Quality of goods	0.84	-0.00	0.71	
		Payment methods	0.73	0.09	0.54	
		Price labeling	0.80	0.11	0.66	
		Special offers and sales	0.77	-0.15	0.62	
		Shopping hours	0.81	0.02	0.66	
		Prices	0.78	-0.04	0.61	
		Shelf/rack layout	0.85	-0.02	0.72	
				*Varimax with Kaiser normalization		

Cronbach's alphas are employed to confirm the reliability of vision attributes, vision content, vision communication, store manager passion and staff and consumer satisfaction variables. All variables indicate Cronbach's alpha values exceeding or close to 0.7, an acceptable reliability value (Nunnally, 1978). Measured items for all constructs and relevant Cronbach's alpha values are shown in Tables 2 and 3.

5.3. Data analysis

Store managers are with the stores for 12–18 months on average. Staff members have worked in their stores for an average of 18–24 months, indicating likelihood that all staff members must have been influenced by their store managers' leadership. Stores average 5.57(± 2.8) staff members. Among the 126 stores, 77 (61%) store managers report having a "vision" for their stores.

Example "vision" statements are shown in Thai and English in Table 4.

Averaged total scores, pooled standard deviations and correlations for the major variables are presented in Table 5.

The data in Table 5 indicate that (1) both vision attributes and vision content variables are correlated to leader passion variable, (2) leader passion variable is correlated to vision communication variable and (3) vision communication variable is correlated to staff satisfaction variable. Therefore, they are justified for inclusion in subsequent regression analyses. Although the staff satisfaction variable is not correlated to consumer satisfaction variable, Consumer satisfaction is still justified for inclusion in subsequent regression analyses because it is correlated to vision attributes and vision communication variables.

In testing Hypotheses 1–6, Structural Equation Modeling (SEM) is considered. However, the sample size of the present study does not meet the minimum sample size of 150 as required by SEM (Hair et al., 2006). Although SEM models containing five

Table 4
Example “Vision” statements.

Example store manager vision statements		
	Thai (original)	English
1	อยากพัฒนาคุณภาพพนักงานด้านบริการให้ดีขึ้นต่อไป และแบบสินค้าใหม่ตามแฟชั่น และร้านค้าที่สวยงาม	Hope to develop employees to deliver better and better services. Fashionable goods and beautiful store
2	อยากให้ร้านค้าของเราเป็นบริษัทใหญ่ที่มีพนักงานและมีพนักงานทำงานในออฟฟิศแยกเป็นสัดส่วน มีระบบงานที่ดี และมีสินค้าคุณภาพดีกว่าที่เป็นอยู่	Hope for the store to expand to become a large company with employees working in private offices. Have a systematic way of working and better goods
3	ร้านจะพัฒนาขึ้นดีกว่านี้ สวยขึ้น สินค้าจะมีคุณภาพดีกว่านี้ ดีขึ้นในอนาคต	The store will be further developed. More beautiful. Better quality of goods. Better in the future
4	ให้ร้านเป็นที่ยอมรับของลูกค้าทุกกลุ่มทุกชาติ ร้านต้องเป็นที่ยอมรับ ครอบคลุมทั้งแนวทางของสินค้าและบริการ	For the store to be recognized by customers of all nationalities. The store must be recognized. Including types of goods and services
5	ให้การบริการของพนักงานประทับใจลูกค้า นำแฟชั่นเสื้อผ้าใหม่ๆเข้ามาเสนอลูกค้าเพื่อที่ว่าแฟชั่นในบ้านเราจะไม่ล้าสมัย	To give an impressive service to customers. Bringing new fashionable goods for customers so that fashion in Thailand will not be outdated

Table 5
Means, pooled standard deviations and correlations for all variables in the preliminary analysis.

	Variables	Mean	s.d.	1	2	3	4	5	6
1	Vision attributes	12.04	10.52	1.00					
2	Vision content	3.20	3.26	0.80**	1.00				
3	Vision communication	4.92	5.78	0.73**	0.56**	1.00			
4	Leader passion	9.78	9.96	0.86**	0.67**	0.79**	1.00		
5	Staff satisfaction	43.97	11.10	0.21*	0.70	0.29**	0.28**	1.00	
6	Customer satisfaction	83.09	12.77	0.22*	0.12	0.18*	0.15	0.16	1.00

* $p < 0.05$.
** $p < 0.01$.

Table 6
Results of preliminary regression analyses.

Dependent variables	Leader passion	Vision communication	Staff satisfaction	Customer satisfaction
	H1 and H2	H3	H4 and H5	H6
Vision attributes	0.881 (0.068)**	0.090(0.076)	0.034 (0.230)	0.549 (0.272)*
Vision content	-0.212 (0.219)	-0.038 (0.160)	-0.809 (0.481)**	-0.443 (0.575)
Leader passion		0.385 (0.066)**	0.294 (0.223)	-0.368 (0.266)
Vision communication			0.363 (0.272)	0.241 (0.323)
Staff satisfaction				0.140 (0.107)
Adjust R^2	0.764	0.627	0.09	0.041
F	203.516**	70.901**	4.107**	2.070*

Unstandardized coefficients; standard errors in parentheses.

* $p < 0.05$.
** $p < 0.01$.

or fewer constructs, each with more than three items (observed variables), and with high item communalities (0.6 or higher), can be adequately estimated with samples as small as 100–150 (Hair et al., 2006), there are more than five constructs in the present study. Therefore, the multiple regression technique is adopted because it is a technique used to identify a “best-fit” combination of independent (predictor) variables which are correlated with a dependent variable, and minimally correlated with other independent variables (e.g. Foster et al., 1998; Hussey and Hussey, 1997; Stangor, 1998). One purpose of the multiple regression analysis, as in the present study, is to identify a few leading indicators from among a longer list of possible predictors.

A significant direct effect or relationship is defined in the present study as an effect from an observed independent variable

that was still shown “significant” at $p < 0.05$ when all other observed independent variables are simultaneously input into a regression analysis. Regression results are presented in Table 6.

Regression results indicate a negative correlation between vision content and staff satisfaction, a result of multicollinearity with the other variables in the regression analysis, given the positive correlation between the two variables reported in Table 5. Sign flips of this kind are not meaningful because “suppression” effects are not expected here. One way to deal with the multicollinearity issue is to determine whether measures may be further combined into factor scores. In this approach, the very high correlations are understood to stem from subsets of measures serving as multiple indicators of a broader attribute than either of the members of the subset. The results of principal

Table 7
Cronbach's alphas and factor analysis results with promax rotation.

No.	Main variable name	Measured item	Latent variable name	Pattern matrix		Cronbach's alpha
				Factor		
				1	2	
1	Vision	Brevity	Vision attributes	0.28	0.73	0.68
		Clarity				
		Abstractness				
		Challenge				
		Stability				
		Desirability/ability to inspire				
		Future orientation				
		Sales imagery	Vision content	-0.03	0.85	
		Customer imagery				
		Employee imagery				
		Leadership imagery				
2	Perceived leadership	Written channel	Vision communication	0.83	0.00	0.77
		Technology-mediated channel				
		Store manager passion for vision	Passion	0.85	0.13	
		Store manager behaviour consistent with vision				
		Store manager support for vision by actions				

*Promax with Kaiser normalization

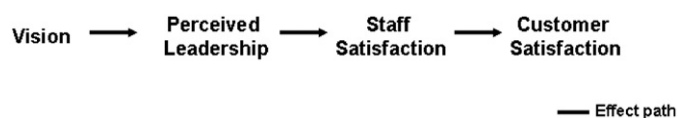


Fig. 2. Adjusted conceptual model.

axis factoring with non-orthogonal (promax) rotation and relevant Cronbach's alphas are shown in Table 7.

According to the factor analysis results, the first two measures of vision attributes and content, both based on data supplied by store managers and intended to characterize or describe the vision, can be combined to form a "vision" construct. The second two can also be combined to form a "perceived leadership" construct; these are based on staff data and thus describe staff's perceptions about the store managers. Based on the literature, it is hypothesized that vision creates a positive effect on staff's perceived leadership. Staff's perceived leadership then is hypothesized to improve staff satisfaction. Satisfied staff is then hypothesized to improve consumer satisfaction. These relationships are expressed graphically in Fig. 2. Averaged total scores, pooled standard deviations and correlations for the combined variables are presented in Table 8.

Based on the relationships discussed above, the following directional hypotheses are further generated and tested:

Hypothesis 7. Vision is directly predictive of enhanced perceived leadership.

Hypothesis 8. Vision is indirectly predictive of enhanced staff satisfaction.

Hypothesis 9. Perceived leadership is directly predictive of enhanced staff satisfaction.

Hypothesis 10. Staff satisfaction is directly predictive of enhanced consumer satisfaction

Similarly, the multiple regression technique is adopted to test Hypotheses 7–10. Regression results are shown in Table 9.

Regression results indicate that vision is a direct predictor of enhanced Perceived leadership and an indirect predictor of enhanced staff satisfaction ($p=0.038$, $\beta=0.185$). Perceived

leadership is a direct predictor of enhanced staff satisfaction, while staff satisfaction has no direct relationship with consumer satisfaction.

In conclusion, Hypotheses 1–6 are disregarded because of the multicollinearity found. Hypotheses 7–9 are supported, while Hypothesis 10 is not.

6. Discussion of the findings

The vision theory (Kantabutra, 2009) has gained support because store manager visions characterized by seven vision attributes and containing reference to sales, consumer, employee and store leadership directly predict enhanced leadership as perceived by staff in Thai retail stores. Specifically, a theoretical claim that the seven vision attributes facilitate the vision communication process between leader and followers gains support here.

Similarly, Hamburger (2000) who stated that visionary leaders can lift followers out of day-to-day existence and put meaning into their lives, and the finding that employees were more satisfied under visionary leadership than under other leadership styles (Bass, 1985) have gained support. Such vision attributes and content indirectly predict enhanced Staff Satisfaction in the present study. Moreover, these visions improve the two prospects of more frequent vision communication and store managers being perceived by staff as being more passionate about vision in Thai retail stores. When staff members perceive their store managers to have such leadership, they are more satisfied.

Kantabutra (2003) who found that sales, consumer, employee and store leadership are identified as frequently mentioned vision content themes or "imageries" in Australian retail stores have gained support from the present study because these imageries appear to be effective vision content in Thai retail stores. The view that effective vision content may focus on products, services, markets, organizations, or even ideals (Westley and Mintzberg, 1989) is also underlined here. Since vision content can be just about anything (Westley and Mintzberg, 1989), future research may investigate whether there are other common vision content elements for effective visions and how the common elements offer a competitive advantage for different organizations.

Table 8

Means, pooled standard deviations and correlations for all variables in the final analysis.

	Variables	Mean	S.D.	1	2	3	4
1	Vision	15.24	13.26	1.00			
2	Perceived leadership	14.70	14.97	0.85**	1.00		
3	Staff satisfaction	43.97	11.10	0.19*	0.30**	1.00	
4	Customer satisfaction	83.09	12.77	0.20*	0.170	0.16	1.00

* $p < 0.05$.** $p < 0.01$.**Table 9**

Results of final regression analyses.

Dependent variables	Perceived leadership	Staff satisfaction	Customer satisfaction
	H7	H8 and H9	H10
Vision	0.957 (0.054)**	–0.206 (0.135)	0.221 (0.161)
Perceived leadership		0.378 (0.119)**	–0.053 (0.147)
Staff satisfaction			0.157 (0.107)
Adjust R^2	0.717	0.093	0.034
F	317.460**	7.376**	2.484

Unstandardized coefficients; standard errors in parentheses.

* $p < 0.05$.** $p < 0.01$.

The finding about the direct positive relationship between vision and perceived leadership support the view that effective leaders must first clarify their own vision of the future before they can enlist others in a shared vision (Kouzes and Posner, 2002). To create a climate of meaningfulness, they must personally believe in something themselves. Before they can inspire others, they have to be inspired themselves. A leader's passion is a clue to what he/she finds intrinsically rewarding. That is why visionary store managers in the present study are passionate about and then communicate their visions. Despite the importance of vision in developing effective leadership, how store managers form their viable visions is unknown, an area for future research. Among a very few researchers, Mumford and Strange (2005) found that vision formation requires descriptive models, reflection and abstraction of key goals and/or key causes. They also concluded that visioning involves a prescriptive model constructed through reflection and abstraction, and that visioning and planning should be treated as distinct constructs. Mumford and Strange have pointed out some directions for future research here.

The view that the use of vision has been widely exhorted as one of the main characteristics of "effective" leaders (e.g. Avery, 2004; Humphreys, 2004) is endorsed once again in the present study. Also endorsed is the assertion that effective leaders inspire his/her followers by communicating a positive and attractive image of the future to lift them out of day-to-day existence and put meaning into their lives (Hamburger, 2000). Both are endorsed because perceived leadership is directly predictive of enhanced staff satisfaction in the present study. Indeed, store managers who appear passionate about and communicate their visions to their staff members improve staff satisfaction in Thai retail stores. More specifically, store managers who are perceived by their staff (a) to communicate their visions frequently, and (b) as being passionate about their vision and supportive to their vision by actions, and as acting consistently with their vision directly predict improvements in staff satisfaction in the present study.

The views that (a) leader passion for vision is said to affect followers' outcomes and overall business performance (e.g. Kotter, 1996); (b) visionary leaders are said to live their vision

by making all their actions and behaviors consistent with it and by creating a sense of urgency and passion for its attainment (Nanus, 1992); and (c) outstanding leaders behave consistently with their visions (Bennis, 1984; Conger and Kanungo, 1988), because consistent behavior reflects leadership's integrity (e.g. Kouzes and Posner, 1987; Locke et al., 1991) which in turn affects followers (Parikh and Neubauer, 1993), have also gained support from the finding on the perceived leadership effect. However, how store managers communicate their visions and exhibit their passion about their visions are still relatively unknown, pending future research.

It must be noted also that the vision communication variable here include only written and technology-mediated communications. Spoken communication is dropped out because of its insufficient factor loading. Given (a) the emphasis of spoken communication in the literature and (b) the limitation of spoken communication data in the present study, future research should continue investigating spoken vision communication effects on staff satisfaction. In the broadest sense, the views by (a) Kouzes and Posner (1987) that a vision must be communicated to followers through, among others, written statements and (b) Locke et al. (1991) and Conger and Kanungo (1987) that leaders must use their personal communication skills to articulate the vision to followers are endorsed by the vision communication finding in the present study.

Somewhat surprisingly, staff satisfaction is not a direct predictor of consumer satisfaction, despite the claims that employee satisfaction leads to satisfied consumers (e.g. Atchison, 1999; Medley and Larochelle, 1995; Hausfeld et al., 1994) and that consumer satisfaction or dissatisfaction develops when a consumer comes in contact with an employee of a company (Evans and Lindsay, 1996). Future research should investigate why satisfied staff do not always lead to satisfied consumers.

Overall, a view that where managers serve as immediate supervisors, the type and quality of leadership they provide can influence, either positively or negatively, employee satisfaction (Oliver, 1998) is supported by the present study's findings. Since the present study is among the first reported studies of its kind in Asia, future research might want to conduct a similar study in

retail stores in other Asian countries. Moreover, given that the present study is conducted in small retailers, future research might want to explore vision-based leadership effects in larger retailers across different industries, findings of which will benefit both practicing retail managers and academics alike.

Lastly, given that (a) organizational processes should be internally consistent with a vision (e.g. Kantabutra, 2007; Kouzes and Posner, 1987; Locke et al., 1991; Nanus, 1992), while simultaneously fitting the external environment facing the organization (Mintzberg, 1979) and (b) the present study does not take into consideration the extent to which store processes are aligned to suit the vision, future research on visionary leadership might want to include organizational alignment as another predictor. Ideally, the vision and the aligned organizational processes should help to direct the energies of people toward a common goal, to build a shared commitment to the vision, and to empower people to act to make its attainment possible (Nanus, 1992). If the store processes are not aligned to suit the store managers' visions, staff members who are using their store managers' visions to guide their work might find it difficult to carry out the visions. Such a situation might create a condition in which staff members are less satisfied when they are guided by the store manager visions.

7. Practical implications

To enhance staff satisfaction, Thai store managers should develop vision characterized by brevity, clarity, abstractness, challenge, future orientation, stability and ability to inspire and containing reference to sales, consumer, employee and store leadership. They should make sure that their vision statements contain between 11 and 22 words. These vision statements should directly point at a prime goal which addresses the long-term perspective of the store and the environment in which it functions. Thai store managers should also make sure that their vision statements are unlikely to be changed by any market or technology change by ensuring that the vision statements represent a general idea, as opposed to a narrow, one-time goal that can be met, then the vision is discarded. Lastly, the vision statements should inspire and challenge staff to try their best to achieve a desirable outcome since these two qualities will motivate staff. In crafting their vision statements, Thai store managers can refer to the vision attributes prototypes on Table 1 to ensure effectiveness.

With vision statements characterized by the seven attributes and containing the effective content, Thai store managers should frequently communicate the visions to their staff to improve staff satisfaction. More specifically, they should focus on communicating their visions through written and technology-mediated communication channels, because these channels are found effective in Thai retail stores.

Finally, Thai store managers should be explicitly passionate about their visions by frequently showing their passion for their visions, supporting to their visions by actions and acting consistently with their visions to bring about enhanced staff satisfaction.

8. Conclusion

Store visions characterized by brevity, clarity, future orientation, stability, challenge, abstractness and ability to inspire and containing reference to sales, consumer, employee and store leadership directly predict enhanced store manager leadership as perceived by staff. Such visions also indirectly predict improved

staff satisfaction, while staff's perceived leadership improves staff satisfaction directly. There is no direct effect from staff satisfaction on consumer satisfaction as normally found elsewhere. Future research directions have been discussed.

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