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## Causal Factors Affecting Strategic Change Management and Creating Shared Value of World-Class Standard Schools

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### Abstract

*This research aims to check the consistency and develop a model. It also explores causal factors affecting Strategic Change Management and Creating Shared Value of World-Class Standard Schools. The population used in this study was 593 school administrators of international standard schools that received the OBECQA Quality Award, a sample of 340. Using the Smart PLS model, a two-stage approach was used for direct path, and mediation effect analysis with high-dimensional latent variables. The results of the study found that Creative Leadership (CL) positively influences Strategic Change Management (SCM), Proactive Human Resource Management (PHRM) positively influences Change Management (SCM), and Creating Shared Value (CSV), Stakeholder Engagement (SE) positively influences Change Management (SCM), and Creating Shared Value (CSV), in addition Change Management (SCM) positively influences Creating Shared Value (CSV). Indicating hypothesis H1, H3, H4, H5, H5, and H7 were deemed statistically significant, the hypothesis is supported. But Creative Leadership (CL) no influences Creating Shared Value (CSV). Indicating hypothesis H2 is not supported. However, Creative Leadership (CL), Proactive Human Resource Management (PHRM), and Stakeholder Engagement (SE) all positively influences Creating Shared Value (CSV) through the moderator of Change Management (SCM). Indicating hypothesis H7, H8, H9 were deemed statistically significant, the hypothesis is supported.*

**Keywords:** Creative Leadership, Proactive Human Resource Management, Stakeholder Engagement, Strategic Change Management, Creating Shared Value.

### Introduction

World-Class Standard Schools focus on cultivating learners to become global citizens with academic excellence, the ability to communicate in at least two languages, forward-thinking mindsets, creative outputs, and a shared sense of responsibility in the global society. They also emphasize teaching and learning that align with international standards and implement quality management systems in their operations (Office of Secondary Education Administration, 2018). From such importance therefore, the researcher wanted to study “The Relationship between Strategic Change Management and Operational Effectiveness of World-Class Standard Schools: The Moderating, Creative Leadership.” The objective is to check the consistency and develop a model. It also explores The Relationship between Strategic Change Management and Operational Effectiveness of World-Class Standard Schools. With the objective of 1) Develop learners to have the potential to become world citizens. 2) Raise the level of teaching management to be comparable to international standards (World-Class Standard), and 3) Raise the level of management with a quality system.

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Schools play a role in creating shared value for business and society. This means that schools take part in building shared value with the community for the benefit of both the school and the community. This collaboration can take many forms, such as schools helping to care for students in remote areas, supporting community development, or organizing activities that promote learning and life skills for students. Shared value can be created in various ways. For instance, schools may engage in health initiatives, create positive learning environments, or run life skill development programs for students in the area. They might also organize social responsibility activities, support local economic development, or collaborate with the community on environmental care.

Creating life skill development activities: Schools can organize programs that help students learn essential life skills, such as teamwork, problem-solving, or learning through real-life experiences. The benefits of Creating Shared Value for schools include building a good reputation and positive image, increasing competitiveness, and forming strong relationships with the community. For the community, the benefits include improved quality of life, strengthened community resilience, and greater opportunities for children to learn and develop life skills.

In this regard, the school's key strategies leading to the creation of Shared Value: Strategic Change Management. Strategic Change Management is integral to Creating Shared Value as it facilitates collaboration among organizations to align economic and social goals, addressing social issues while achieving business objectives through a cooperative strategy development process (Amstutz et al., 2017). Strategic change management is essential for creating shared value and achieving competitive excellence. Companies must not only adapt to changes but also proactively influence them to remain competitive, as outlined in the trends and challenges identified in the research (Lozova & Tymoshenko (2024).

It was also found that the important factors that led to the success of the school's strategic change management were: Creative leadership, Proactive Human Resource Management, and Stakeholder Engagement. From the literature review, it was found that Creative leadership influences strategic change management (Jokić et al., 2019; Salman & Auso, 2022; Jabbar & Hussein, 2017). Proactive Human Resource Management influences strategic change management (Kriemadis et al., 2023; Alfes et al., 2010; Coffie & Antwi, 2024). Stakeholder Engagement influences strategic change management (Oder, 2017; Fulton et al., 2013; Hodges, 2018). From such importance therefore, the researcher wanted to study “Causal Factors Affecting Strategic Change Management and Creating Shared Value of World-Class Standard Schools.” The objective is to check the consistency and develop a model. It also explores causal factors affecting Strategic Change Management and Creating Shared Value of World-Class Standard Schools.

## **Literature Review and Hypothesis**

### **Strategic Change Management (SCM)**

Strategic change management refers to the process of managing an organization by adjusting various operational aspects to be prepared for ongoing changes. This involves systematically implementing a change management plan as part of an organizational development process driven by systemic mechanisms. It places emphasis on policies, structures, and organizational culture as critical components for facilitating transformation. Strategic change can take various developmental forms and represents a type of organizational development that clearly reflects policy shifts, structural redesign, or cultural changes within the organization (Bordum & Dahl

Rendtorff, 2010; Kippenberger, 2014; Kotter, 2016; Zhang et al., 2017). Strategic Change Management involves assessing, choosing, and implementing activities aimed at enhancing organizational performance. It addresses challenges such as resistance to change and strategic drift, which can misalign an organization's strategy with its environment over time, leading to performance decline (Khan & Khan, 2013). Strategic Change Management refers to a systematic process of applying knowledge, tools, and resources to implement change effectively within an organization, ensuring sensitivity to external threats and preventing potential problems through well-planned strategies and clear communication (Wahyuni, 2023). From synthesizing relevant literature, identified the key characteristics of strategic change management include, Planning Change, Coercive Isomorphism, Strategic Balance, and Sense Making.

### **Creating Shared Value (CSV)**

Creating shared value refers to the policies, approaches, and activities that businesses implement to enhance their competitive capabilities, while at the same time driving economic and social growth in the surrounding communities where they operate. Creating shared value between business and society focuses on identifying the links between economic progress and social advancement. Once these connections are found, they are expanded and deepened. Businesses must align their success with the broader progress of society. (Porter & Kramer, 2011). Creating shared value enhances economic value for organizations while addressing societal needs. This framework focuses on improving environmental performance, stakeholder health, nutrition, and affordability, ultimately contributing to societal well-being through strategic measures adopted by various organizations (Rajarajeswari & Srinivasan, 2021). Creating Shared Value is a business approach that enhances competitiveness while improving economic and social conditions in communities, aligning corporate strategy with societal needs for mutual benefit (Kim, 2024). Creating Shared Value is a process in which a business carries out activities to create value for both the company and society at the same time. There are important principles to consider according to the concept of Porter & Kramer (2011), it is divided into 3 levels as follows: 1) Reconceiving Products and Markets) 2) Productivity in the Value Chain) (3) Improving the Local and Regional Business Environment). In this study, the empirical variables of creating shared value include providing educational services that respond to the needs of society, enhancing efficiency in the supply chain, and strengthening the community.

### **Creative Leadership (CL), Strategic Change Management (SCM), and Creating Shared Value (CSV)**

Creative leadership refers to understanding and guiding human behaviors through creative thinking, emphasizing innovation, creativity, and sustainability. It involves adapting to technological changes and exploring multidisciplinary perspectives to navigate the dynamics of a rapidly evolving competitive environment (Ince, 2022). Creative leadership refers to an informal management tool that enhances innovative activities within organizations. It emphasizes unconventional thinking, promotes new ideas, and fosters collective development, ultimately increasing competitiveness and efficiency in challenging modern conditions (Maistrenko, 2023). Creative leadership involves imaginative responses to challenges, fostering an environment that encourages creativity. It emphasizes vision and flexibility, enabling leaders to think and act beyond conventional boundaries, ultimately enhancing teaching and learning conditions for improved student outcomes. (Karaman et al., 2017). Creative leadership involves using imagination to shape a compelling vision for the future, fostering an organizational culture

that embraces flexibility and innovation. This approach aligns with strategic goals, enhancing creativity management and supporting transformational leadership within contemporary business environments (Vukadinović, 2022). Creativity, encompassing imagination, vision, and flexibility, is crucial for successful leadership. It argues that fostering creativity in leadership processes enhances effectiveness across various business domains, despite it not being traditionally recognized as a key leadership trait (Stoll, & Temperley, 2008). Therefore, in this study, Creative Leadership consists of imagination, vision, and flexibility.

From the literature review, it was found that Creative leadership significantly influences strategic change management. Jokić et al. (2019) studied Leadership and management and its role in strategic change, found that Leadership and management significantly influence strategic change by coordinating resources, formulating strategies, and ensuring effective implementation. Leaders provide vision and direction, while managers execute plans, facilitating organizational adaptation and survival in turbulent environments through effective decision-making and employee development. Corresponds to Salman & Auso (2022) studied the Sequential Influence of Creative Leadership and Organizational Environment on Strategic Performance. Found that Creative leadership significantly impacts strategic change management by enhancing the implementation of strategies through innovative ideas. It fosters a constructive evaluation of team potential, ultimately improving strategic effectiveness and customer satisfaction within organizations, particularly in developing nations. It also consistent to Jabbar & Hussein (2017) studied the role of leadership in strategic management, The study indicates a direct significant relationship between the distinctive capabilities of creative personality and organizational readiness for strategic change, suggesting that fostering creative leadership can enhance strategic change management within organizations like the Egyptian Telecommunications Company. This synthesis of literature leads to Hypothesis 1.

**H1:** Creative Leadership (CL) positively influences Strategic Change Management (SCM).

From the literature review, it was found that Creative leadership significantly influences Creating Shared Value. Hines (2014) studied Creating Economic and Social Impact: Leadership Decision-making in the Context of Shared Value. Found that Creative leadership plays a crucial role in creating shared value by fostering innovative thinking and engagement with stakeholders. This approach enables leaders to identify opportunities that align economic goals with social impact, ultimately enhancing both business sustainability and community well-being. Corresponds to Brown et al. (2015) studied Leading socially responsible, value-creating corporations, found that Leadership significantly influences the creation of shared value by aligning stakeholders' interests, as demonstrated in the paper. Effective corporate leaders rugged idealism. It also corresponds to Spilbergs & Volkova (2023) studied The Effect of Ambidextrous Strategic Leadership on Creating Shared Value. Found that Ambidextrous strategic leadership significantly impacts creating shared value by balancing business and social objectives. Leaders who explore new opportunities enhance both social and business results, fostering resilience and competitiveness while addressing societal challenges effectively. This synthesis of literature leads to Hypothesis 2.

**H2:** Creative Leadership (CL) positively influences Creating Shared Value (CSV).

**Proactive Human Resource Management (PHRM), Strategic Change Management (SCM), and Creating Shared Value (CSV)**

Proactive human resource management refers to managing human resources with a focus on

future organizational outcomes and preparing people within the organization to effectively respond to changes in the global context. This is done through processes that adjust behaviors and attitudes, create motivation among employees to cooperate in driving change (Francis, 2003; Hans Doorewaard & Yvonne Benschop, 2003; Hay, Beattie, Livingstone, & Munro, 2001; Holbeche, 2005). Daft & Marcic (2013) stated that proactive human resource management involves a shift in the way HR tasks are handled, with a stronger link to organizational strategies. It focuses on change and developing new capabilities—such as preparing internal staff to promptly adapt to business changes or anticipating future changes in advance and planning HR strategies accordingly. The aim is to enhance competitiveness and ensure business survival. To do so, strategies in proactive HR management need to be adjusted as follows (Noe, et al., 2012): 1) attracting high-potential employees, 2) developing human resources, 3) caring for and retaining personnel, 4) building employee engagement, and 5) driving transformation within the workforce.

From the literature review, it was found that Proactive Human Resource Management significantly influences strategic change management. Kriemadis et al. (2023) studied Strategic Human Resources Management as a Key Element in the Implementation of Organizational Changes. Found that Proactive human resource management significantly influences strategic change management by facilitating the continuous integration of organizational change, addressing transition challenges, and ensuring effective management of human resources, which is crucial for achieving desired outcomes during organizational transformations. corresponds to Alfes et al (2010) studied The HR Manager as Change Agent: Evidence from the Public Sector, found that Proactive Human Resource Management significantly influences Strategic Change Management by enabling HR departments to actively engage in both the content and process of change, thus enhancing their role as Change Drivers and ensuring effective implementation of change initiatives. It also corresponds to Coffie & Antwi (2024) studied Strategic Human Resource Interventions for Effective Change Management in Organizations. Found that Proactive Human Resource Management significantly influences strategic change management by enhancing communication, fostering employee engagement, and ensuring commitment. These elements, when effectively integrated, enable organizations to navigate change more successfully, as evidenced by the findings from the CSIR case study. This synthesis of literature leads to Hypothesis 3.

**H3:** Proactive Human Resource Management (PHRM) positively influences Strategic Change Management (SCM).

From the literature review, it was found that Proactive Human Resource Management significantly influences Creating Shared Value. Beamond et al. (2023) studied How HR from Multinationals Assist in Creating Shared Values in Emerging Economies: A Case Study. Proceedings - Academy of Management. The results explore how HR practices in multinationals integrate sustainable community relations to create shared values in emerging economies, highlighting innovative leadership, corporate strategy alignment, and addressing community needs like jobs and training as key factors for value creation.

Ferdousi & Zainal Abedin (2023) studied Strategic Human Resources Management for Creating Shared Value in Social Business Organizations. Found that Proactive human resource management in social business organizations, through formal recruitment, on-the-job training, and performance evaluation, optimizes shared value by aligning employees' social and business goals, fostering a participatory work environment, and ultimately reducing turnover and

enhancing organizational growth. It also corresponds to Kiambati et al. (2012) studied Human Resource (HR) as a Shared Service Towards Value Creation. The study highlights that integrating knowledge and experiences, along with transformational HR strategies and top management's orientation towards people management, enhances innovative capabilities, thereby contributing to the creation of shared value through proactive human resource management. This synthesis of literature leads to Hypothesis 4.

**H4:** Proactive Human Resource Management (PHRM) positively influences Creating Shared Value (CSV).

### **Stakeholder Engagement (SE), Strategic Change Management (SCM), and Creating Shared Value (CSV)**

Stakeholder engagement refers to the process of involving those affected by issues and those who can address them in transdisciplinary efforts, aiming for knowledge co-production through various forms of engagement: inform, consult, involve, collaborate, and support (Bammer, 2024). Stakeholder engagement refers to involving individuals affected by a course of action in the decision-making process. It encompasses consultation, transfer, and autonomy, enhancing the authority of energy transition decisions and enabling collective governance within specific social contexts (Sourgens & Sempertegui, 2023). Shadid & Van (1992) stated that participation is a process with several stages: 1) participation in decision-making, 2) participation in operations, 3) participation in receiving benefits, and 4) participation in evaluation. Such participation has the potential to influence and change individual behaviors.

From the literature review, it was found that Stakeholder Engagement significantly influences strategic change management. Oder (2017) studied Factors affecting strategic change management in the public sector: a case of the ministry of energy and petroleum, found that Stakeholder involvement significantly affects strategic change management in the Ministry of Energy and Petroleum to a great extent, as revealed by the study. This highlights the importance of engaging stakeholders in the change management process for effective implementation. Corresponds to Fulton et al. (2013) studied Assessing the Impact of Stakeholder Engagement in Management Strategy Evaluation. Found that Stakeholder engagement significantly influences strategic change management by altering project development, enhancing interaction networks, refining model questions, and shifting stakeholder attitudes, ultimately leading to adaptive management practices and improved outcomes in Management Strategy Evaluation projects. It also corresponds to Hodges (2018) studied Employee Engagement for Organizational Change: The Theory and Practice of Stakeholder Engagement. Found that Stakeholder engagement is crucial for successful strategic change management, as it bridges strategic decision-making and execution, enhances individual motivation, fosters product innovation, and connects customer satisfaction with revenue growth, ultimately increasing the likelihood of effective organizational change. This synthesis of literature leads to Hypothesis 5.

**H5:** Stakeholder Engagement (SE) positively influences Strategic Change Management (SCM).

From the literature review, it was found that Stakeholder Engagement significantly influences Strategic Creating Shared Value. Giordino et al. (2024) studied Stakeholder engagement processes for the made in Italy small- and medium-sized enterprises: Value co-creation in the stakeholder network. The paper explores how stakeholder engagement enhances competitiveness for "Made in Italy" SMEs, emphasizing cooperative activities that leverage external stakeholders, improve market penetration, and highlight the importance of shared

values in fostering effective partnerships through digital platforms. Corresponds to Yusif & Hafeez-Baig (2024) studied Impact of stakeholder engagement strategies on managerial cognitive decision-making: the context of CSP and CSR. Found that Stakeholder engagement significantly influences creating shared value by fostering healthy corporate partnerships and enhancing decision-making processes. Effective engagement strategies enable corporations to align their social performance with stakeholder expectations, ultimately leading to sustainable business practices and improved corporate social responsibility outcomes. This synthesis of literature leads to Hypothesis 6.

**H6:** Stakeholder Engagement (SE) positively influences Creating Shared Value (CSV)

### **Strategic Change Management (SCM) and Creating Shared Value (CSV)**

Amstutz et al. (2017) studied Creating Shared Value in Nonprofit-Organizational, found that Strategic Change Management is integral to Creating Shared Value (CSV) as it facilitates collaboration among organizations to align economic and social goals, addressing social issues while achieving business objectives through a cooperative strategy development process. Corresponds to Gustafson & Widerlund (2010) studied Strategy and Change Management: A case study of Akademiska Hus Väst. The case study indicates that strategic change management at Akademiska Hus fosters a new vision and core values, promoting collaboration and alignment among employees, which is essential for creating shared value and achieving competitive excellence within the organization. It also corresponds to Lozova & Tymoshenko (2024) studied Management of Strategic Changes of the Enterprise: Proactive Approach and Personnel Potential. Found that strategic change management is essential for creating shared value and achieving competitive excellence. Companies must not only adapt to changes but also proactively influence them to remain competitive, as outlined in the trends and challenges identified in the research. It also corresponds to Grenier et al. (2009) studied Strategic Change and the Value Creation Process, the paper indicates that strategic change adversely affects company performance, as evidenced by a significant decrease in the performance spread post-change. This suggests that strategic change management may hinder the creation of shared value during certain phases of corporate growth. This synthesis of literature leads to Hypothesis 7.

**H7:** Strategic Change Management (SCM) positively influences Creating Shared Value (CSV).

In addition, the literature review also found that Creative Leadership (CL), Proactive Human Resource Management (PHRM), and Stakeholder Engagement (SE) effect on Creating Shared Value (CSV) through the moderator of Strategic Change Management (SCM). Pultz Schlosser & Volkova (2022) studied social enterprise strategic leadership for delivering shared value, the paper identifies that strategic leadership in social enterprises is crucial for navigating change and delivering shared value, emphasizing the need for purpose-driven leadership to effectively engage stakeholders and manage social issues amidst dynamic business environments. Ferdousi & Zainal Abedin (2023) studied Strategic Human Resources Management for Creating Shared Value in Social Business Organizations, the paper emphasizes that proactive human resource management (HRM) practices, aligned with strategic change management, are essential for social business organizations to effectively create shared value by integrating social and business goals, thus optimizing performance and employee engagement. In addition, Sebhatu & Enquist (2022) studied Values and Multi-stakeholder Dialog for Business Transformation in Light of the UN Sustainable Development Goals, the paper discusses how strategic change management facilitates stakeholder engagement and creates shared value by steering organizations toward transformative change, utilizing multi-stakeholder dialog and values-based practices to address

societal challenges and align with the UN Sustainable Development Goals. This synthesis of literature leads to Hypothesis 8, 9, 10.

**H8:** Creative Leadership (CL) influences Creating Shared Value (CSV) through the moderator of Strategic Change Management (SCM).

**H9:** Proactive Human Resource Management (PHRM) influences Creating Shared Value (CSV) through the moderator of Strategic Change Management (SCM).

**H10:** Stakeholder Engagement (SE) influences Creating Shared Value (CSV) through the moderator of Strategic Change Management (SCM).

From the study of these theories, the researcher developed a conceptual framework to illustrate the relationships between all variables and links them to hypotheses, as shown in the figure. 1

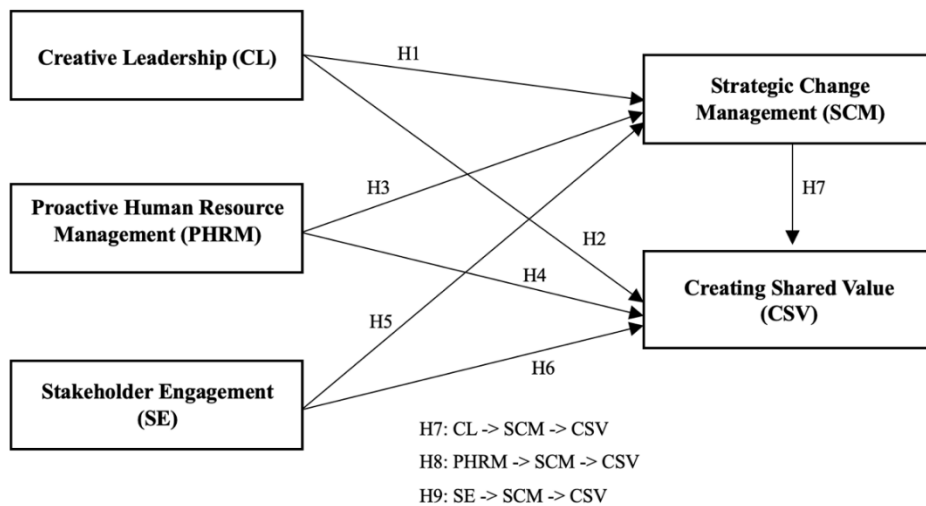


Figure 1 Conceptual Framework Showing Proposed Hypothesis

## Research Methodology

### Data Collection and Sampling

The population used in this study was 593 school administrators of international standard schools that received the OBECQA Quality Award (Office of Secondary Education Administration, 2023). This research used a postal data collection questionnaire, which has a response rate. The researcher collected data from the entire population to provide a good representation for this research. (Panayides, 2007). By defining the sample of the analysis causal structural models with latent variable. Wiratchai (1999) suggested that the appropriate sample size should be 1 observed variable per 10 - 20 times or the least acceptable sample can be determined by the Holster statistic, which must be greater than 200 (Hoelter, 1983). In this study, there are 19 observed variables, a sample of 190 - 380 is required. Samples in this study is 340 and use probability theory in simple random sampling.

### Measure of Constructs

The development and validation of instruments involved the use of a questionnaire designed

based on the intended conceptual framework and operational definitions. The questionnaire is divided into 6 sections: Section 1 consists of questions related to personal information, utilizing both checklist formats.

Section 2 relates to Creative Leadership, including (1) Imagination, (2) Flexibility, (3) Vision.

Section 3 relates to Proactive Human Resource Management, including (1) attracting high-potential employees, (2) developing human resources, (3) caring for and retaining personnel, (4) building employee engagement, and (5) driving transformation within the workforce.

Section 4 relates to Stakeholder Engagement, including (1) participation in decision-making, (2) participation in operations, (3) participation in receiving benefits, and (4) participation in evaluation. Section 5 relates to Strategic Change Management, including (1) Planning Change, (2) Coercive Isomorphism, (3) Strategic Balance, and (4) Sense Making.

Section 6 relates to Creating Shared Value, including (1) providing educational services that respond to the needs of society, (2) enhancing efficiency in the supply chain, and (3) strengthening the community.

Variables of section 2 – 6 using a 5-point Likert-type scale (1 = not at all, 5 = very much), and validated questionnaires from previous studies were modified and adapted to fit the context of this study.

## **Data Analysis**

To validate the proposed research model, we used partial least squares structural equation modeling (PLS-SEM, also referred to as composite-based structural equation modeling). Generally, PLS is frequently utilized in exploratory studies as it necessitates a more conservative interpretation of results compared to traditional PLS-SEM (Hair et al. 2017). A PLS path model analysis was conducted using Smart PLS (V.4, Smart PLS GmbH, Bönningstedt, Germany). First, confirmatory factor analysis was performed to eliminate all items with a value below the 0.7 threshold. Next, the internal consistency, reliability, and validity of the theoretical model were assessed with the remaining items. Finally, the structural model was estimated, and the proposed model was verified. To evaluate reliability, Cronbach's alpha and composite reliability were utilized, while convergent validity was assessed. The average variance extracted (AVE) was examined to ensure it exceeded the 0.5 threshold. Additionally, discriminant validity was analyzed by comparing the correlation value and the square root of AVE to determine if the square root of AVE was greater than the correlation value between the latent variables. The comprehensive research hypothesis test was conducted using bootstrapping (5,000 iterations, 95% significance level) with the PLS algorithm.

## **Results**

### **Evaluation of the Measurement Model**

Analysis results descriptive statistic, normality assessment, and validity variables as shown in the table 1 shows that data from all observed variables have a normal distribution. This is because the values of skewness (Skewness) and kurtosis (Kurtosis) are close to 0, which if considered from the criteria of Schumacker saw that both values were not more than  $\pm 1.00$  and  $\pm 1.50$  respectively, indicating that the data collected were suitable data for analysis with parametric statistics. For the convergent validity of the latent variables based on the average of the extracted variables (AVE), it was found that every latent variable had a value higher than 0.50 (Henseler

et al, 2015). Therefore, it can be concluded that every scalable variable of the variable model is valid in its own use as a latent variable. And when considering confidence (reliability) by considering the Cronbach's alfa coefficient ( $\alpha$ ), component reliabilities (Composite reliability), both PA and PC, all latent variables have all reliabilities higher than 0.70 (Henseler et al. 2015). Therefore, it can be concluded that the observed variables used to measure each latent variable have high internal relationships and are suitable for explaining the latent variable well.

Validity	Mean	SD.	Loading	R-sq	Cronbach's alpha	PA	PC	AVE
Creative Leadership (CL)								
CL1	4.531	0.542	0.876	0.767	0.816	0.819	0.891	0.731
CL2	4.603	0.468	0.848	0.719				
CL3	4.531	0.468	0.841	0.707				
Proactive Human Resource Management (PHRM)								
PHRM1	4.451	0.509	0.830	0.688	0.918	0.923	0.939	0.756
PHRM2	4.510	0.504	0.893	0.797				
PHRM3	4.518	0.481	0.937	0.878				
PHRM4	4.440	0.516	0.885	0.783				
PHRM5	4.462	0.595	0.794	0.630				
Stakeholder Engagement (SE)								
SE1	4.453	0.591	0.854	0.729	0.851	0.858	0.9	0.693
SE2	4.471	0.683	0.815	0.664				
SE3	4.437	0.605	0.896	0.802				
SE4	4.531	0.597	0.757	0.573				
Strategic Change Management (SCM)								
SCM1	4.471	0.546	0.854	0.729	0.911	0.911	0.937	0.789
SCM2	4.459	0.501	0.815	0.664				
SCM3	4.599	0.537	0.896	0.802				
SCM4	4.554	0.550	0.757	0.573				
Creating Shared Value (CSV)								
CSV1	4.500	0.546	0.906	0.820	0.881	0.887	0.926	0.808
CSV2	4.516	0.519	0.910	0.828				
CSV3	4.482	0.497	0.879	0.772				

Table 1 Descriptive Statistic, Normality Assessment, and Validity of Variables

Note. AVE: average variance extracted, CR: composite reliability, CA: Cronbach's alpha.  $p < .001$ .

From the analysis to assess discriminant validity between latent variables This research uses two evaluation methods together: HTMT method (Henseler, Ringle, and Sarstedt, 2015) and Fornell-Larcke method (Fornell-Larcke, 1981). The results of the analysis appear in table 2. Shows that relationships of all latent variables evaluated using the HTMLT method has a correlation value of not more than 0.8. And when considering Fornell-Larcke found that relationships between latent variables (Cross-latent variables) have values no higher than the diagonal values. (The square root of the AVE of the latent variable). Therefore, it can be concluded that all latent variables have discriminant validity.

Variables	HTMT					Fornell-Larcker criterion				
	CL	PHRM	SE	SCM	CSV	CL	PHRM	SE	SCM	CSV
CL						0.855				
PHRM	0.824					0.718	0.869			
SE	0.774	0.821				0.657	0.735	0.832		
SCM	0.834	0.861	0.841			0.722	0.792	0.756	0.888	
CSV	0.778	0.821	0.828	0.873		0.665	0.739	0.731	0.789	0.899

Table 2 Discriminant Validity

### Evaluation of the Structural Model

Analysis results to assess the predictive relevance. A Q-sq -value greater than 0 for a specific endogenous latent variable indicates that the Smart PLS path model possesses strong predictive relevance for that latent variable. As demonstrated in Table 3, the cross-validated redundancy of the latent variables indirectly forecasts the endogenous item based on the prediction of the corresponding latent variable utilized in the structural model. The predictive relevance for the resistance latent variables all classified as ‘high’ ( $Q^2 > 0.35$ ). The cross-validated commonality of latent variables evaluates the path model directly from the latent variables, all latent variables exhibited ‘high’ ( $Q^2 > 0.35$ ), predictive power, verifying that the model had substantial predictive power.

In this study, the overall goodness-of-fit (GOF) of the structural model is assessed by calculating the square root of the product of the mean coefficient of determination ( $R^2$ ) and the mean communality (AVE value). A GOF value of 0.727 was obtained. In PLS-PM analysis, the GOF is typically employed to evaluate the overall model fit. A higher GOF value indicates a better model fit; a GOF between 0.1 and 0.25 signifies a low model fit, a GOF between 0.25 and 0.36 indicates a medium model fit, and a GOF of 0.36 or higher represents a high model fit (Tenenhaus et al., 2005). As shown in table 4, all GOF indices exceeded the threshold, leading to the conclusion that the structural fit of this research model was excellent.

	Cross-validated redundancy Q-sq	Cross-validated communality Q-sq
CL		0.574
PHRM		0.694
SE		0.694
SCM	0.705	0.739
CSV	0.622	0.662

Table 3 Predictive Relevance (Q-Sq)

Note. Low ( $Q^2 > 0$ ), medium ( $Q^2 > 0.15$ ) and high ( $Q^2 > 0.35$ ).

Variables	AVE	R-sq
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CL	0.731	
PHRM	0.756	
SE	0.693	
SCM	0.789	0.717
CSV	0.808	0.684
Mean value	0.755	0.701
Multiply of mean value	0.529	
GOF	<b>0.727</b>	

Table 4 Goodness-Of-Fit (GO) Results

Note. AVE, average variance extracted. GOF = low (0.10 - 0.02), medium (0.25 - 0.36) and high (> 0.36).

### Path Analysis and Hypothesis Testing

Examining the significance of path coefficients between the latent variables in the structural model. To determine significance, we generated a bootstrap subsample (5,000) in Smart PLS and utilized the t-value, p-value to test if the path coefficient  $\beta$  is statistically significant at a 5% error probability. As displayed in table 5 and figure 2, it was found that CL positively influences SCM, PHRM positively influences SCM and CSV, SE positively influences SCM and CSV, in addition SCM positively influences CVS. Indicating hypothesis H1, H3, H4, H5, H6, and H7 were deemed statistically significant, the hypothesis is supported. But CL no influences CSV. Indicating hypothesis H2 is not supported.

However, CL, PHRM, and SE all positively influences CSV through the moderator of SCM. Indicating hypothesis H7, H8, H9 were deemed statistically significant, the hypothesis is supported.

H	Path	B	STDEV	t-test	P value	f-sq	Supported
H1	CL -> SCM	0.235	0.056	4.204	0.000	0.087	Yes
H2	CL -> CSV	0.087	0.052	1.672	0.095	0.010	No
H3	PHRM -> SCM	0.394	0.078	5.079	0.000	0.199	Yes
H4	PHRM -> CSV	0.189	0.074	2.535	0.011	0.034	Yes
H5	SE -> SCM	0.312	0.067	4.640	0.000	0.147	Yes
H6	SE -> CSV	0.230	0.106	2.172	0.030	0.062	Yes
H7	SCM -> CSV	0.404	0.085	4.763	0.000	0.146	Yes
H7	CL -> SCM -> CSV	0.095	0.030	3.170	0.002		Yes
H9	PHRM -> SCM -> CSV	0.159	0.041	3.876	0.000		Yes

H1 0	SE -> SCM -> CSV	0.12 6	0.043	2.90 3	0.004		Yes
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Table 5 Results of Path Analysis and Hypothesis Testing

Analysis of the type of influence of causal variables on the dependent variable as shown in the table 6 and Figure 2. It was found that:

- 1) The CSV variable is most strongly influenced overall by the SCM variable, followed by SE, PHRM, and CL, respectively. As for the SCM variable, it is most strongly influenced by PHRM, followed by SE and CL, respectively.
- 2) The CL variable ranks third in its total influence on SCM. However, CL does not have a direct effect on CSV but instead exerts an indirect influence on CSV through SCM as a mediating variable.
- 3) The PHRM variable has the strongest overall influence on SCM and ranks third in its total influence on CSV.
- 4) The SE variable ranks second in its total influence on both SCM and CSV. Therefore, it can be concluded that CL, PHRM, and SE are important external causal variables influencing the internal variable SCM. Likewise, PHRM, SE, and SCM are significant external causal variables influencing the internal variable CSV.

These results highlight the important roles of Creative Leadership (CL), Proactive Human Resource Management (PHRM), and Stakeholder Engagement (SE), which contribute positively to Strategic Change Management (SCM) and ultimately lead to Creating Shared Value (CSV) for both business and community.

When examining the variance of the internal variable SCM explained by causal variables (R-sq), it was found that CL, PHRM, and SE together account for 71.7% of the variance in SCM. Additionally, the variance of the internal CSV variable explained by causal variables (R-sq) shows that CL, PHRM, SE, and SCM account for 68.4% of the variance in CSV, respectively.

Variables	SCM			CSV		
	DE	IE	TE	DE	IE	TE
CL	0.235	-	0.235	0.087	0.095	0.182
PHRM	0.394	-	0.394	0.189	0.159	0.348
SE	0.312	-	0.312	0.230	0.126	0.356
SCM				0.404	-	0.404

Table 6 Direct, Indirect, and Total Effect

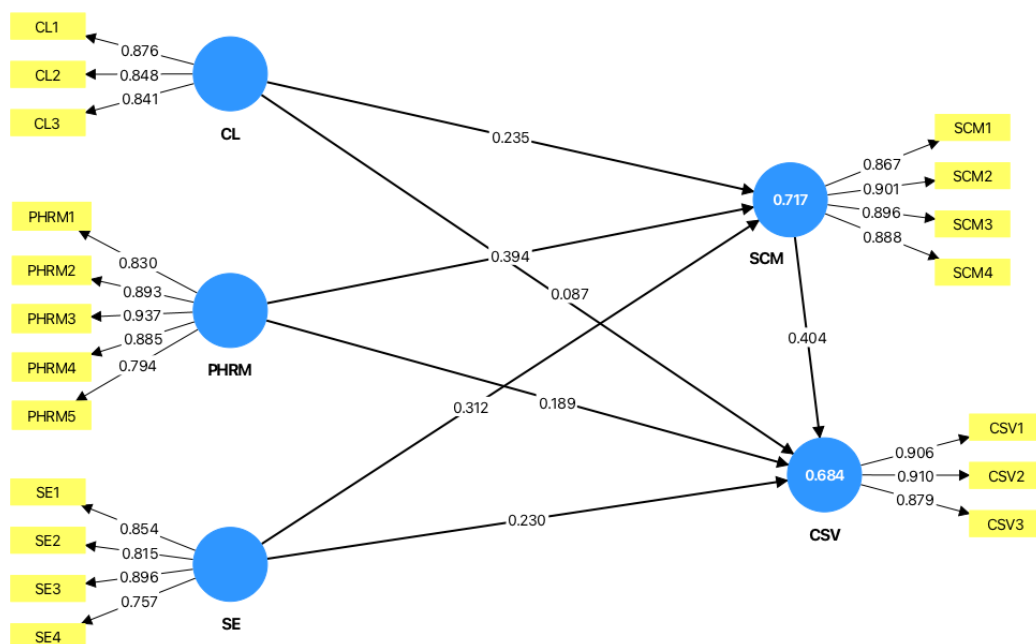


Figure 2 Measurement Model

## Discussion

“Causal Factors Affecting Strategic Change Management and Creating Shared Value of World-Class Standard Schools”. The results of the study are as follows.

1. Creative Leadership (CL) positively influences Strategic Change Management (SCM). The potential of Creative Leadership such as fostering imagination, developing a visionary and creative organizational direction, and promoting flexibility is essential for executing strategic change management. This relationship is supported by various studies that emphasize the positive impact of Creative Leadership on strategic management effectiveness. Corresponds to found that Leadership and management significantly influence strategic change by coordinating resources, formulating strategies, and ensuring effective implementation. And, Salman & Auso (2022) found that Creative leadership significantly impacts strategic change management by enhancing the implementation of strategies through innovative ideas. It fosters a constructive evaluation of team potential, ultimately improving strategic effectiveness and customer satisfaction within organizations, particularly in developing nations.

2. Creative Leadership (CL) no influences Creating Shared Value (CSV). But Creative Leadership (CL) influences Creating Shared Value (CSV) through the moderator of Change Management (SCM), corresponds to Pultz Schlosser & Volkova (2022) found that identifies that strategic leadership in social enterprises is crucial for navigating change and delivering shared value, emphasizing the need for purpose-driven leadership to effectively engage stakeholders and manage social issues amidst dynamic business environments.

3. Proactive Human Resource Management (PHRM) positively influences Strategic Change Management (SCM). Proactive Human Resource Management (HRM) significantly enhances Change Management by fostering employee engagement, autonomy, and participation, which are crucial for organizational adaptability. Research indicates that HR practices can stimulate

proactivity and vitality among employees, leading to improved readiness for change. Corresponds to Kriemadis et al. (2023) found that Proactive human resource management significantly influences strategic change management by facilitating the continuous. It also corresponds to Coffie & Antwi (2024) found that Proactive Human Resource Management significantly influences strategic change management.

4. Proactive Human Resource Management (PHRM) positively influences Creating Shared Value (CSV). Proactive Human Resource Management (HRM) contributes to Creating Shared Value (CSV) by aligning organizational goals with social objectives. This alignment fosters a culture that prioritizes both employee engagement and social responsibility, ultimately enhancing organizational performance and stakeholder satisfaction. Corresponds to Ferdousi & Zainal Abedin (2023) found that Proactive human resource management in social business organizations, through formal recruitment, on-the-job training, and performance evaluation, optimizes shared value by aligning employees' social and business goals, fostering a participatory work environment, and ultimately reducing turnover and enhancing organizational growth. It also corresponds to Kiambati et al. (2012) found that integrating knowledge and experiences, along with transformational HR strategies and top management's orientation towards people management, enhances innovative capabilities, thereby contributing to the creation of shared value through proactive human resource management.

In addition, Proactive Human Resource Management (PHRM) influences Creating Shared Value (CSV) through the moderator of Strategic Change Management (SCM). corresponds to Ferdousi & Zainal Abedin (2023) found that proactive human resource management practices, aligned with strategic change management, are essential for social business organizations to effectively create shared value by integrating social and business goals, thus optimizing performance and employee engagement.

5. Stakeholder Engagement (SE) positively influences Strategic Change Management (SCM). Stakeholder engagement plays a crucial role in enhancing change management across various organizations. Research indicates that involving stakeholders not only fosters better relationships but also significantly improves the performance of change initiatives. This engagement acts as a moderating factor that strengthens the relationship between leadership and effective change management. Corresponds to Giordino et al. (2024) found that stakeholder engagement enhances competitiveness for "Made in Italy" SMEs, emphasizing cooperative activities that leverage external stakeholders, improve market penetration, and highlight the importance of shared values in fostering effective partnerships through digital platforms. It also corresponds to Yusif & Hafeez-Baig (2024) found that Stakeholder engagement significantly influences creating shared value by fostering healthy corporate partnerships and enhancing decision-making processes. Effective engagement strategies enable corporations to align their social performance with stakeholder expectations, ultimately leading to sustainable business practices and improved corporate social responsibility outcomes

6. Stakeholder Engagement (SE) positively influences Creating Shared Value (CSV). Effective stakeholder engagement fosters collaboration and inclusivity, enabling organizations to create shared value. By understanding cultural diversity and building trust, organizations can navigate complex relationships, driving innovation and sustainable success in an interconnected world. Corresponds to Giordino et al. (2024) found that stakeholder engagement enhances competitiveness for "Made in Italy" SMEs, emphasizing cooperative activities that leverage external stakeholders, improve market penetration, and highlight the importance of shared

values in fostering effective partnerships through digital platforms. It also corresponds to Yusif & Hafeez-Baig (2024) found that Stakeholder engagement significantly influences creating shared value by fostering healthy corporate partnerships and enhancing decision-making processes. Effective engagement strategies enable corporations to align their social performance with stakeholder expectations, ultimately leading to sustainable business practices and improved corporate social responsibility outcomes.

In addition, Stakeholder Engagement (SE) influences Creating Shared Value (CSV) through the moderator of Strategic Change Management (SCM). Corresponds to Sebhatu & Enquist (2022) found that strategic change management facilitates stakeholder engagement and creates shared value by steering organizations toward transformative change, utilizing multi-stakeholder dialog and values-based practices to address societal challenges and align with the UN Sustainable Development Goals.

7. Strategic Change Management (SCM) positively influences Creating Shared Value (CSV). Change management plays a crucial role in enhancing the effectiveness of Creating Shared Value (CSV) initiatives within organizations. By facilitating the integration of social and economic objectives, change management ensures that CSV strategies are not only implemented but also sustained over time. This synergy ultimately leads to improved organizational performance and community well-being. Corresponds to Amstutz et al. (2017) found that Strategic Change Management is integral to Creating Shared Value as it facilitates collaboration among organizations to align economic and social goals, addressing social issues while achieving business objectives through a cooperative strategy development process. It also corresponds to Lozova & Tymoshenko (2024) found that strategic change management is essential for creating shared value and achieving competitive excellence. Companies must not only adapt to changes but also proactively influence them to remain competitive, as outlined in the trends and challenges identified in the research.

### **Implications of the Research**

The implications of this research can be divided into theoretical and managerial perspectives. The overall discussion can be as follows.

First, research results provide empirical data about “Causal Factors Affecting Strategic Change Management and Creating Shared Value of World-Class Standard Schools.”

Expands the scope of Creative Leadership, Proactive Human Resource Management, and Stakeholder Engagement are all variables that affect Strategic Change Management of World-Class Standard Schools.

In addition, Proactive Human Resource Management, and Stakeholder Engagement are variables that affect Creating Shared Value of World-Class Standard Schools. Consistent with Creative Leadership Theory was developed by Ash & Persall, based on the belief that “an organization may have many leaders who demonstrate leadership in diverse ways. Therefore, leadership is not exclusive to top executives.” Instead, the role of executives is to create learning opportunities for personnel within the organization, providing a pathway for them to grow into productive leaders (Ash & Persall, 2007). The concept Proactive Human Resource Management refers to HR management that targets future organizational success and prepares personnel to handle changes in the evolving global context. This is achieved through behavioral and attitudinal adjustments and by motivating employees to collaborate in implementing change (Francis, 2003; Hans Doorewaard & Yvonne Benschop, 2003; Hay, Beattie, Livingstone, &

Munro, 2001; Holbeche, 2005). Furthermore, this aligns with stakeholder theory, which is rooted in the conceptual framework introduced by Barnard (1938) in *The Functions of the Executive*, presenting a positive perspective on managers' roles in supporting social responsibility.

Second, research results of managerial perspectives. From the finding that Creative Leadership positively influences Strategic Change Management. Therefore, Organizations should focus on Creative Leadership by focusing on; 1) Imagination, 2) Flexibility, 3) Vision. From the finding that Proactive Human Resource Management positively influences Change Management and Creating Shared Value. Therefore, Organizations should focus on Proactive Human Resource Management by focusing on; 1) attracting high-potential employees, 2) developing human resources, 3) caring for and retaining personnel, 4) building employee engagement, and 5) driving transformation within the workforce.

From the finding that Stakeholder Engagement positively influences Change Management and Creating Shared Value. Therefore, Organizations should focus on Proactive Human Resource Management by focusing on; 1) participation in decision-making, 2) participation in operations, 3) participation in receiving benefits, and 4) participation in evaluation.

From the finding that Change Management positively influences Creating Shared Value. Therefore, Organizations should focus on Proactive Human Resource Management by focusing on; 1) Planning Change, 2) Coercive Isomorphism, 3) Strategic Balance, and 4) Sense Making.

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