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## **THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND LEADERSHIP EFFICIENCY IN THE FACULTY OF HUMANITIES AND SOCIAL SCIENCES, SUAN SUNANDHA RAJABHAT UNIVERSITY**

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### **Abstract**

*The purpose of the research is to; 1) study transformational leadership; 2) study the level of leadership efficiency; 3) study the relationship between transformational leadership and leadership efficiency. The research uses questionnaires for data collection from 38 key informants working in academic support role. Statistics used in the research were frequency, percentage, standard deviation, and Pearson's Product Moment Correlation.*

*The research found; 1) the level of transformational leadership is high ( $\bar{x} = 4.02$ ); 2) the level of leadership efficiency is also high ( $\bar{x} = 3.95$ ); and 3) the correlation coefficient value is also*

*high and corresponds to the null hypothesis. Therefore, the data shown transformational leadership correlates to leadership efficiency.*

### **Keywords**

Leadership, Efficiency, Executives, Suan Sunandha Rajabhat University

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## **1. Introduction**

The transformation in the 21<sup>st</sup> century is a result of borderless competition and globalisation, which stimulate rapid changes in society, economy, politics and technology. In this era, knowledge and information are tools for competitive advantage that produce equilibrium to changes and creativity as well as organisation awareness Jadaman. P., (2017). These changes provide opportunities to drive the organisation efficiently whether they are private or public organisation Hatsadeetam. P. (2012).

Leaders play a crucial role in the success or failure of an organisation. They have an ability to drive an organisation through crisis and strive towards permanent change. Efficient leader is essential for organisation success as they lead an organisation to achieve their goals. In the past, organisation failure came from a lack of efficient leader, whether in terms of result-based management, efficiency, or effectiveness Hatsadeetam.P. (2012). Thus, organisation with good management must have inspirational and visionary leader. They must be able to adopt new administration concept necessary for transformational management Simsimpim.Y. (n.d.)

Educational institution leaders are employed executives in educational area. They are the key and a major influence to the quality and outcome of education efficiency. Many academics have similar opinions that failure in education depends on executive management. Therefore, leaders in the 21<sup>st</sup> century need to have knowledge, skills, and experiences necessary for transformational changes.

In summary, transformational leadership and leader efficiency are crucial factors to organisation and organisation change. Therefore, leaders have important role in determining organisation direction and lead them to achieve set goals and objectives. The researcher chose to study “The relationship between transformational leadership and leadership efficiency in the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University” because the university is one of the country’s leading university and has been ranked number 1 for ten-year straight. So that the research’s result can be beneficial for the future research and other academic institutions.

This research seeks to perform a relationship study between transformational leadership and leader efficiency in the Faculty of Humanities and Social Sciences at Suan Sunandha Rajbhat University. The data is accumulated data via survey. The survey is conducted with academic support staffs in order to find out leadership efficiency in the faculty's executives as they are the key persons responsible for organisation change.

## **2. Objectives**

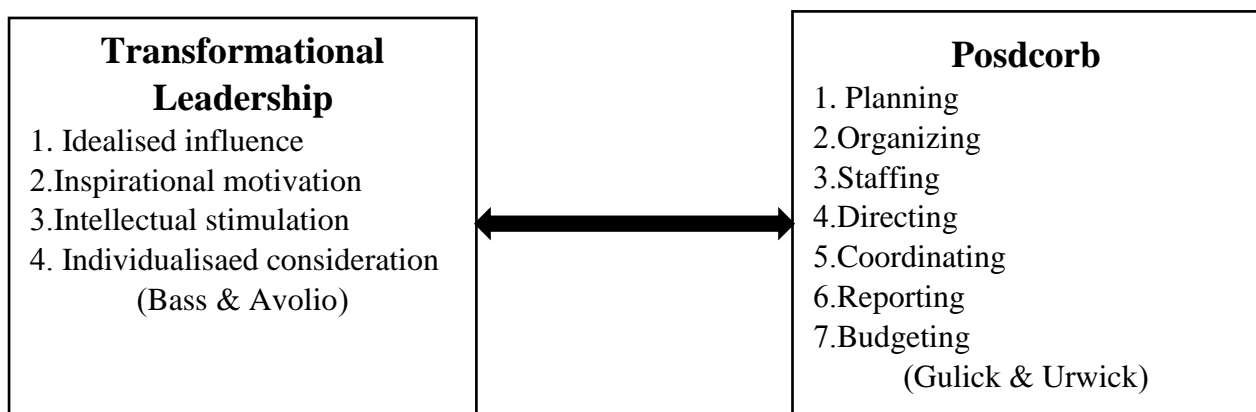
- 1) To study transformational leadership in the Faculty of Humanities and Social Sciences at Suan Sunandha Rajabhat University
- 2) To study the level of leadership efficiency in the Faculty of Humanities and Social Sciences at Suan Sunandha Rajabhat University
- 3) To study the relationship between transformational leadership and leadership efficiency in the Faculty of Humanities and Social Sciences at Suan Sunandha Rajabhat University.

## **3. Hypothesis**

There is a correlation between transformational leadership and executives' leadership efficiency working in the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University

## **4. Research Framework**

The research framework is designed based on documentary reviews about leadership theories. Transformational leadership theory by Bass and Avolio, and POSDCoRB theory by Gulick and Urwick were examined in particular in order to formulate the framework;



**Figure 1: Thinking Framework**

Statistical analysis is conducted after the data are collected via purposive sampling method:

Transformational leadership level and leadership process are examined via checklist questionnaire and the data were interpreted through mean ( $\bar{x}$ ) and standard deviation (S.D).

The relationship between transformational leadership and leadership efficiency were analysed using Pearson's Product Moment Correlation.

## 5. Research Method

The scope of population of this research is comprised of 38 academic support staffs working in the Faculty of Humanities and Social Sciences in Suan Sunandha Rajabhat University.

The scope of content studies the relationship between transformational leadership and leadership efficiency in the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University. It conceptualised the work of Bass and Avolio on transformational leadership as well as Gulick and Urwick's POSDCoRB theory on administrative process.

The scope of variables is consisted of transformational leadership; 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration as well as; 1) planning, 2) organising, 3) staffing, 4) directing, 5) coordinating, 6) reporting, and 7) budgeting.

## 6. Research Finding

1. The study of the relationship between transformational leadership and leadership efficiency in the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University found transformational leadership level of the executives is at high level ( $\bar{x}$  =4.02). When considered by aspect, 'intellectual stimulation' has higher mean than other aspects, follow by 'inspirational motivation' ( $\bar{x}$  =4.04), 'idealised influence' ( $\bar{x}$  =4.00), and 'individualised consideration' ( $\bar{x}$  =3.94). These means and standard deviations are shown on table 1 as follow:

**Table 1:** *The Analysis of Transformational Leadership Level*

Transformational leadership	Comments level			
	$\bar{x}$	S.D	Meaning	level
1. Idealised influence	4.00	0.43	High	3
2. Inspirational motivation	4.04	0.52	High	2
3. Intellectual stimulation	4.08	0.46	High	1
4. Individualised consideration	3.94	0.56	High	4
<b>Total</b>	<b>4.02</b>	<b>0.45</b>	High	

2. Leadership efficiency of the executives working in the Faculty of Humanities and Social Sciences at Suan Sunandha Rajabhat University is at a high level on the overall ( $\bar{x}$  =3.95). ‘Coordination’ level is the highest ( $\bar{x}$  =4.02), follow by ‘reporting’ ( $\bar{x}$  =3.99), ‘planning’ ( $\bar{x}$  =3.96), ‘directing’ ( $\bar{x}$  =3.94), ‘budgeting’ ( $\bar{x}$  =3.93), ‘staffing’ ( $\bar{x}$  =3.92), and ‘organising’ ( $\bar{x}$  =3.86) respectively.

**Table 2: The Analysis of Leadership Efficiency**

Leadership efficiency	Comments level			
	$\bar{x}$	S.D	Meaning	level
1. Planning	3.96	0.56	High	3
2. Organizing	3.86	0.66	High	7
3. Staffing	3.92	0.65	High	6
4. Directing	3.94	0.55	High	4
5. Coordinating	4.02	0.58	High	1
6. Reporting	3.99	0.56	High	2
7. Budgeting	3.93	0.59	High	5
<b>Total</b>	<b>3.95</b>	<b>0.55</b>	<b>High</b>	

3. Table 3 shown that, overall, there is a positive correlation between transformational leadership and leadership efficiency at a high level (.746\*\*, Sig =.000). In the other words, the two variables move in the same direction; when the level of transformational leadership is high, the leadership efficiency is also high. Additionally, when the level of transformational leadership is low, leadership efficiency is also low. The result also shown that ‘individualised consideration’ is positively correlated with leadership efficiency the most (.826\*\*, Sig =.000), follow by ‘inspirational motivation’ (.646\*\*, Sig =.000), ‘idealised influence’ (.633\*\*, Sig =.000), and ‘intellectual stimulation’ (.621\*\*, Sig =.000).

**Table 3: The Correlation between Transformational Leadership and Leadership Efficiency**

Transformational Leadership	Efficiency of the Executives			
	Pearson Correlation	Sig 2-tailed	Relationship Level	Relationship Direction
1. Idealised influence	.633**	.000	Moderate	Positive
2. Inspirational motivation	.646**	.000	Moderate	Positive
3. Intellectual stimulation	.621**	.000	Moderate	Positive
4. Individualised consideration	.826**	.000	High	Positive
<b>Total</b>	<b>.746**</b>	<b>.000</b>	<b>High</b>	<b>Positive</b>

There is a statistical relationship at the level of .01

## **7. Hypothesis Testing**

Transformational leadership and leadership efficiency of the executives working in the Faculty of Humanities and Social Sciences of Suan Sunandha Rajabhat University are positively correlated.

## **8. Result Summary**

1. Transformational leadership is at high level. The result is the highest in consecutive order; idealised influenced, inspirational motivation, intellectual simulation, and individualised consideration.
2. Leadership efficiency on the overall is at a high level. The result is the highest in consecutive order; planning, organising, staffing, directing, coordinating, and reporting.
3. The relationship analysis shown transformational leadership are positively correlated with leadership efficiency. The result also shown that ‘individualised consideration’ is positively correlated with leadership efficiency the most, follow by ‘inspirational motivation’, ‘idealised influence’, and ‘intellectual stimulation’.

## **9. Result Discussion**

The study of a relationship between transformational leadership and leadership efficiency in the Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University can be discussed as follow;

1. Transformational leadership of the executives working in the faculty is at a high level on the overall ( $\bar{x} = 4.02$ ). This is a result of efficient planning deployed by the executives which enable support staffs to be readily adaptive to changes, realise their goals, and have clear implementation plans (Bass & Avolio 1994). The faculty’s leaders are able to create positive motivation influencing employees to work in a good atmosphere and encourage employee engagement. Previous study such as the work of Jaidee.K. (2007) on the relationship between transformational leadership and staffs’ satisfaction of Sahawiriya Industry, and Jitboon.P. (2013)’s work on transformational leadership and teachers’ awareness of Srakaew’s educational service area 1, as well as the work of Berkaisai.N. (2014)’s on a relationship between transformational leadership and ICT implementation pathway of Sakonnakorn’s secondary educational service area 23; also shown transformational leadership are at high level.

2. Leadership efficiency in the Faculty of Humanities and Social Sciences at Suan Sunandha Rajabhat University is at a high level ( $\bar{x} = 3.95$ ). This is because organisational leaders have specified work responsibilities appropriately and assigned staffs corresponded to their

specialisation. This enable staffs to work quickly and efficiently according to plan which coincides with POSDCoRB theory by Gulick & Urwick that says organisation strength is depend on staff allocation. Many research such as; Moonpawad. P. (2014)'s work on the relationship between leadership process and quality assurance of Kanchanaburi Primary Educational Service Area Office 1, Leklersindhu. S. (2016)'s work on the efficiency of Nonthaburi Provincial Administrative Organisation, and Thaunyai. R. (2010)'s study on leadership process influencing nursery development center in Ladlloomkaew district, also mutually found leadership efficiency were at a high level.

3. The relationship between transformational leadership and leadership efficiency on the overall is at high level and corresponds to the null hypothesis which shown the executives were able to motivate their academic support staffs to work passionately with plan and with full potential. The analysis coincides with; Charliekruea.T. (2016)'s study on the Seducation teachers in Rayong, Aekphaopanth.S. (2013)'s study on the relationship between emotional intelligence and transformational leadership in school executives working under the management of Rayong secondary educational service area 18, and a study by Kajawong.S. (2013) on the relationship between emotional intelligence and transformational leadership in school executives working under the management of Chantaburi primary educational service area 1; which found transformational leadership were all at a high level.

By aspect, it was found leadership efficiency positively correlates with 'individualised consideration' the most which could be because the executives are attentive towards employee's needs; always provide challenges to develop employees' full potential; and provide them with the same treatment. The analysis coincides with Kaenpmon.T. (2012)'s study on transformational leadership in school executives under the management of Bangnumpreaw primary educational service area 1 which also found individualised consideration was at a high level.

## **10. Academic Recommendation**

1. There should be a study on transformational leadership and leadership effectiveness.
2. There should be a study on a transformational leadership development model.

## **11. Future Research Recommendation**

1. There should be a qualitative study on the same topic in order to provide an in-depth analysis on the matter

## 12. Research Limitations

The sample population in this research is too small the researcher should increase the scope of the sample population to make the next study more effective.

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