

CREATIVE LEADERSHIP OF ADMINISTRATORS AT ZHENGZHOU
UNIVERSITY HENAN PROVINCE
ภาวะผู้นำเชิงสร้างสรรค์ของผู้บริหาร มหาวิทยาลัยเจิ้งโจว มณฑลเหอหนาน

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ABSTRACT

The objectives of this research were: 1) to study the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China; and 2) to compare the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China, classified by educational level, and work experience.

The research was survey research. The population is the faculty of tourism management including 161 instructors at Zhengzhou University, Henan Province, the People's Republic of China, Sample, totaling 113 instructors, was obtained by simple random sampling method. The research procedure consisted of 4 steps; (1) study of literature and related research; (2) creation of research instrument; (3) data collection; and (4) data analysis. The instrument used for data collection was a five-point rating scale questionnaire. The statistics used for data analysis were frequency, percentage, mean, Standard Deviation, and t-test.

The research of research found that; 1) the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China overall and in each aspect was at a high level; and 2) a comparison of the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China, classified by educational level and work experience were not different.

Keywords: Creative Leadership, Administrators, Zhengzhou University, Henan Province

บทคัดย่อ

การทำวิจัยนี้มีวัตถุประสงค์เพื่อ 1) ศึกษาภาวะผู้นำเชิงสร้างสรรค์ของผู้บริหารมหาวิทยาลัยเจิ้งโจว มณฑลเหอหนาน สาธารณรัฐประชาชนจีน และ 2) เปรียบเทียบภาวะผู้นำเชิงสร้างสรรค์ของผู้บริหารมหาวิทยาลัยเจิ้งโจว มณฑลเหอหนาน สาธารณรัฐประชาชนจีน จำแนกตามระดับการศึกษา และประสบการณ์การทำงาน

การวิจัยนี้เป็นการวิจัยเชิงสำรวจ ประชากร คือ อาจารย์คณะกรรมการจัดการท่องเที่ยว ในมหาวิทยาลัยเจิ้งโจว มณฑลเหอหนาน สาธารณรัฐประชาชนจีน จำนวน 161คน และกลุ่มตัวอย่าง จำนวน 113 คน โดยการสุ่มอย่างง่าย วิธีดำเนินงานมี 4 ขั้นตอน ได้แก่ (1) การศึกษาเอกสารและงานวิจัยที่เกี่ยวข้อง (2) การสร้างเครื่องมือที่ใช้ในงานวิจัย (3) การเก็บรวบรวมข้อมูล และ (4) การวิเคราะห์ข้อมูล เครื่องมือที่ใช้ในการรวบรวมข้อมูลเป็นแบบสอบถามมาตราส่วนประมาณค่า 5 ระดับ สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ความถี่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการทดสอบค่าที

ผลการวิจัยพบว่า (1) ภาวะผู้นำเชิงสร้างสรรค์ของผู้บริหารมหาวิทยาลัยเจิ้งโจว มณฑลเหอหนาน สาธารณรัฐประชาชนจีน โดยรวมและรายด้านอยู่ในระดับมาก และ (2) เปรียบเทียบภาวะผู้นำเชิงสร้างสรรค์ของผู้บริหารมหาวิทยาลัยเจิ้งโจว มณฑลเหอหนาน สาธารณรัฐประชาชนจีน จำแนกตามระดับการศึกษา และประสบการณ์การทำงานไม่แตกต่างกัน

คำสำคัญ: ภาวะผู้นำเชิงสร้างสรรค์, ผู้บริหาร, มหาวิทยาลัยเจิ้งโจว, มณฑลเหอหนาน

Introduction

Today's society is changing rapidly. Due to the growth of science, technology, and innovation, society has become a world of information. And the structure of society has changed. China, therefore, has to speed up the modernization of education. This policy aims to modernize the education system by 2035 according to Plan 2035: 1) to create a modern education system; 2) to achieve universal integration. in quality preschool education 3) quality and balanced compulsory education for children aged 1-9 years 4) achieving maximum attendance in high school for children aged 1-12 years 5) significantly improving vocational education 6) creating a more competitive higher education system 7) providing adequate education for children/young people with disabilities, and 8) the establishment of a new education management system affecting the problems of China's education is the educational disparity between urban and rural people. The Chinese government is trying to solve this problem by supporting scholarships at all levels and upgrading the quality of education and educational institutions to equal levels across the system. By

developing teachers through training, seminars, and knowledge skills organized by higher education institutions and institutions with high potential. Take care of teacher development courses and improve teaching and learning curriculum, therefore, senior administrators must manage work according to government policies and must develop themselves and the organization to be effective. Administrators must dare to think differently in order for the organization to achieve maximum efficiency through creative leadership. Leading the organization to set goals with quality the successful administration of a university depends on many factors and a combination of parties, meanwhile to make the change successful always have to be monitored. To achieve this goal university administrators are the key players in the successful development of the university. Leadership with creative leadership is required. Miller (2022) referred to the importance of creativity as one of the most important qualities of a modern organization leader and leader whose creativity itself is the abandonment of rigid structures, a very desirable trait for individuals in leadership positions to have in a corporate setting. She provides creative leadership as a concept with 7 components including inventiveness, imagination, innovation, vision, progressiveness, originality, and resourcefulness. Creative leadership is a leader who has the ability to lead change and the ability to take on challenges in new ways to achieve set goals. It can be seen that creative leadership is essential for university administrators to operate the university effectively. The ideas of many scholars have been mentioned, such as Bennis and Warren. (2002); Couto, R. A., & Eken, S. C. (2002); Parker & Becknad. (2004); Sternberg & Lubart. (2009); Harris. (2009); Stall and Temperley. (2008); Maxwell. (2012); Palas and Horth. (2005); and Robinson. (2000) have 5 concepts, namely vision, individual consideration, flexibility and adaptability, creativity and teamwork can transform an organization for quality. The role of university administrators is to create opportunities to develop teachers and university personnel into creative leaders. Not only promoting student learning but also promoting the development of teachers and personnel in the university for the researcher to apply all 5 concepts to apply in this research. It includes aspects of having a vision that takes into account the flexibility and adaptability of personal creativity and teamwork. To accelerate the development of education quality and create educational opportunities to expand educational opportunities in Chinese society by taking into account the creation of equality and fairness for all groups.

From such importance, the researcher was interested in studying the creative leadership roles of administrators at Zhengzhou University, Henan Province, People's Republic of China. To be used in planning for Zhengzhou University administrators to improve the management process and self-development to be more efficient and effective.

Research Objectives

1. to study the level of creative leadership of administrators at Zhengzhou University, Henan Province, the People’s Republic of China.
2. to compare the creative leadership of administrators at Zhengzhou University, Henan Province, the People’s Republic of China. The instructors in the faculty of tourism management perception classified by educational level, and work experience.

Conceptual Framework

In this research, the researcher has synthesized the concepts of academics who have the corresponding concept of creative leadership. To define a conceptual framework for the Creative Leadership of the Administrators of Zhengzhou University, Henan Province, the People's Republic of China, as shown in figure 1.

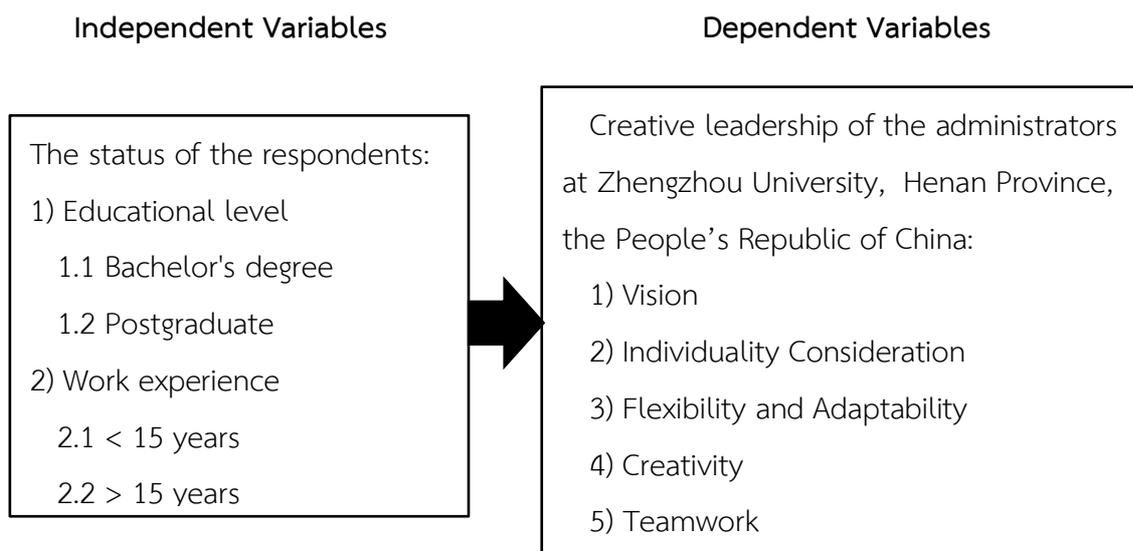


Figure 1: Conceptual Framework

Methods of Conducting Research

Population: The population is the instructors in the faculty of tourism management who work in the academic year 2022 at Zhengzhou University, Henan province, the People's Republic of China. The number of 161 instructors.

Sample: The sample consisted of 113 instructors at Zhengzhou University, Henan province, the People's Republic of China. The sample size is determined by Krejcie & Morgan (1970) and was obtained by simple random sampling.

Research instruments

The instrument used in this research was a questionnaire. Created by the researcher from the research on creative leadership of the administrators at Zhengzhou University, Henan Province, the People's Republic of China divided into 2 parts as follows:

Part 1: A questionnaire about the general information of the respondents. Checklist classified by educational level and work experience.

Part 2: The questionnaire was used to collect instructors' perceptions of the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China in five areas: 1) Vision 2) Individuality Consideration 3) Flexibility and Adaptability 4) Creativity, and 5) Teamwork.

Creating Data Collection instruments

1. Study the concepts, theories, and related research papers. About creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China to use as a guideline for questionnaire construction.

2. Create a questionnaire on the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China, and present the questionnaire to the advisors with suggestions. and then completely revised it.

3. The questionnaire was created and presented to 3 experts to find content validity or consistency between questionnaire-written questions and definitions of operational terms. By using the index of item total Congruence IOC method for each questionnaire that ranges between 0.67-1.00.

4. The instrument was a tryout by 30 instructors while not a sample to find reliability using Cronbach's alpha coefficient formula, (Conbach, 1970) using a software package. There is a confidence value of more than .70 and all questionnaires had a confidence of .82.

5. Editable queries were used to create complete instruments used in research to collect data from the sample group.

Data Analysis

1. The data were analyzed by statistical software packages:

1) Analysis of the general data of the respondents classified by educational level and work experience using frequency distribution statistics, and percentage.

2) Creative Leadership data of the Administrators at Zhengzhou University, Henan Province, the People's Republic of China were analyzed by averages and standard deviations.

3) Comparison of Creative Leadership of Administrators at Zhengzhou University, Henan Province, the People's Republic of China, classified by educational level and work experience by t-value analysis.

Data analysis result

1. Results of the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China as shown in Table 1

Table 1: Shows the Mean, standard deviation, and level of creative leadership administrators at Zhengzhou University, Henan Province, the People's Republic of China. Overall and in each aspect.

(n=113)

No.	Creative Leadership	\bar{X}	S.D.	Level
1	Vision	4.03	.230	High
2	Individuality Consideration	4.12	.397	High
3	Flexibility and Adaptability	3.92	.223	High
4	Creativity	3.84	.184	High
5	Teamwork	4.02	.210	High
Total		3.99	.132	High

From Table 4.2 was found that the creative leaders of the administrators at Zhengzhou University, Henan Province, the People's Republic of China overall a high level

(\bar{X} = 3.99). Considering each aspect, it was found that all aspects were at a high level. The Consideration of individuality had the highest mean (\bar{X} = 4.12), followed by teamwork (\bar{X} = 4.02), and flexibility and adaptability had the lowest mean. (\bar{X} = 3.92)

2. Result of a comparative analysis of creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China, classified by education level and work experience as shown in Table 2-3

Table 2: Compare the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China, classified by Educational Level

(n=113)

Details	Educational Level				t	p
	Bachelor's degree		Postgraduate			
	\bar{X}	S.D.	\bar{X}	S.D.		
1. Vision	4.01	.217	4.11	.262	-1.953	.053
2. Individuality Consideration	4.13	.400	4.11	.391	.180	.857
3. Flexibility and Adaptability	3.93	.226	3.88	.214	.934	.352
4. Creativity	3.83	.182	3.85	.195	-.469	.640
5. Teamwork	4.01	.199	4.03	.251	.408	.684
Total	3.99	.134	4.00	.126	-.363	.717

From Table 2 instructors with different educational levels come to recognize the creative leadership of administrators at Zhengzhou University, Henan Province, the Republic of China was not different.

Table 3 : Compare the creative leadership of administrators at Zhengzhou University, Henan Province, the Republic of China, classified by Work Experience.

(n=113)

Details	Work Experience				t	p
	< 15 years		> 15 years			
	\bar{X}	S.D.	\bar{X}	S.D.		
1. Vision	4.04	.227	4.03	.233	.312	.756
2. Individuality Consideration	4.10	.419	4.13	.385	-.378	.706
3. Flexibility and Adaptability	3.92	.214	3.92	.231	-.079	.937
4. Creativity	3.86	.202	3.82	.172	1.255	.212
5. Teamwork	4.05	.210	4.00	.209	1.371	.173
Total	4.00	.137	3.98	.129	.560	.577

From Table 3 instructors with different work experiences come to recognize the creative leadership of administrators at Zhengzhou University, Henan Province, the Republic of China was not different.

Discussion

1. to study the level of creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China.

The creative leadership of the administrators at Zhengzhou University, Henan Province, the People's Republic of China overall a high level. Because School administrators have a good relationship with teachers. High trust and negotiation resulted in instructors' perceptions of the creative leadership of administrators at the University. Good administrators must have morals, ethics, honesty, fairness, discipline, and patience, which are important principles of management. In addition, administrators should have the knowledge and the ability to use modern technology. Encourage instructors and students within the school to be creative and manage the school. Develop according to goals, this research finding was in accordance with the research of Kanchana Sila. (2013) which was found that studied about creative leadership of school administrators. Affiliated with Bangkok Bang Khen District Office classified by school size, it was found that the creative leadership of the school administrators under Bangkok Bang Khen District Office

overall and each aspect is at a high level. Also, the findings were in the same direction as Researcher Qingling Zhang. (2016) it was found that the desired state of the creative leadership of primary school principals to promote teachers' creativity in Guangxi, China was at the highest level overall, the findings were in the same direction as those of the researcher Patcharee Intapat. (2020) Conducting research on the Creative Leadership of school Administrators under the Secondary Educational Service Area Office 3. The Creative Leadership of school administrators under the Secondary Education Service Area Office 3 was at a high level.

2. to compare the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China. The instructors in the faculty of tourism management perception classified by educational level, and work experience.

2.1 Instructors with different educational levels come to recognize the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China was not different. Because Administrators focus on instructors at all educational levels. Each instructor shares the responsibility of helping each other improve and change is easy. Instructors embrace constructive leadership for the benefit of the university. The key role of leaders at university is to help instructors feel comfortable with change and constructive leadership. Able to plan operations and apply concepts and theories in performing duties, it is also used in the creative leadership process to work effectively. This research finding was in accordance with the research of Airin Samaae. (2019) A Study of Creative Leadership of The School Administrators Under Yala Primary Educational Service Area Office 3. found that the creative leadership of school administrators in Yala Primary Educational Service Area Office 3, teachers with different educational levels had no statistical differences. Also, the findings were Poowanat Kongkaew. (2021) Study Creative Leadership of School Administrators Under the Secondary Educational Service Area Office 1 Group 2 which found instructors with different educational levels. Opinions on the creative leadership of school administrators as a whole were not different.

2.2 Instructors with different work experience levels come to recognize the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China was not different. Because instructors who have different working experiences give importance to creative leadership, where most leaders use creative leadership in administration and decision-making which makes all personnel

receive equality. There is equality in performance. Relationships between instructors with different levels of practical experience were discussed. Understand the various processes until they work efficiently. This research finding was in accordance with the research of Jarvis, and Tiffany Lynn. (2015) Researchers examined whether Missouri school administrators were prepared to meet the creative leadership needs of the 21st century. The results revealed that occupational attributes such as age, gender, school level, job level, job indoctrination, and age, gender identity are more likely to occur. And work experience was not significantly associated with creative abilities. This research finding was in accordance with the research of Airin Samaae. (2019) A Study of Creative Leadership of The School Administrators Under Yala Primary Educational Service Area Office 3 found that teachers consist of experience was not different. Also, the findings were Sukanya Sai Lod. (2021) The objectives of this quantitative research were to study the relationship between the creative leadership of school administrators and the organizational citizenship behavior of teachers under the Pathumthani primary educational service area office, the research findings were as follows classified by work experiences revealed that there were not differences.

Recommendations

Recommendations of research

1. Vision: Administrators should encourage instructors and related parties to participate in setting a common vision for the development of educational institutions in the same way.
2. Individuality Consideration: Administrators should appoint and assign tasks to the right people to have concrete clarity. Look at the potential and abilities of each instructor, for the best interests of the organization.
3. Flexibility and Adaptability: Administrators should be flexible and adapt the organization to the circumstances in which they are involved in the performance of certain activities. And has a serious and systematic performance evaluation. There are improvements and improvements.
4. Creative: Administrators should encourage instructors to express their opinions, listen to them, and jointly develop educational institutions in a creative way, assessment performance according to actual conditions have a follow-up after assessment provide periodic reports.

5. Teamwork: Administrators must promote, support, advise and cooperate with those involved by emphasizing happy participation in the work.

Proposals for next research

1. Study the factors affecting the creative leadership of administrators at Zhengzhou University, Henan Province, the People's Republic of China.

2. Qualitative research should be conducted to gain insights into the creative leadership of university administrators to expand educational opportunities in other theoretical frameworks.

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