RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP
OF SCHOOL ADMINISTRATORS AND TEACHERS' COMMITMENT
IN ZHENGZHOU CITY UNDER HENAN PROVINCE

Hao Yifan

Leadership in Educational Administration Branch Education Faculty Bangkokthonburi University

Email: 6253100203@bkkthon.ac.th

ABSTRACT

The objectives of this research were: (1) to study the level of transformational leadership of school administrators in Zhengzhou City under Henan Province; (2) to study the level of teachers' commitment in Zhengzhou City under Henan Province; and (3) to study the relationship between transformational leadership of school administrators and teachers' commitment in Zhengzhou City under Henan Province.

The research was a survey research. Population was faculty members in Zhengzhou City, totalling 3,005 teachers, the sample size was determined by the Krejcie and Morgan table, obtained by simple random sampling method, totalling 341 teachers. The instruments used for data collection were questionnaire with a five-point rating scale and validation checklist, the statistics used for data analysis were percentage, mean, Standard Deviation, and correlation coefficient.

The research results show that; (1) the level of transformational leadership of school administrators in Zhengzhou City under Henan Province, overall and in each aspect was at high level; (2) the level of teachers' commitment in Zhengzhou City under Henan Province, overall and in each aspect was at high level; and (3) the relationship between transformational leadership of school administrators and teachers' commitment in Zhengzhou City under Henan Province overall, and in each aspect had high positive relationship. Statistically significant at the .05 level.

Keywords: Transformational Leadership, Administrators, Teachers Commitment, Zhengzhou City, Henan Province

INTRODUCTION

The current world situation is changing rapidly. Advances in science and technology have affected Thailand in many ways. be it politics, economy, education, society and culture. This causes both public and private agencies to adjust their management or organizational structure in accordance with the changing conditions in order to stand and compete with countries around the world in conjunction with globalization. The industrial sector of Thailand has stepped into a high-tech system with a restructuring of the economy. to increase production potential To be able to compete with the international from this intense competition. Many countries have turned their attention to improving the

quality of labor in government, business and industry. Therefore, the need for knowledgeable personnel The ability and skill to use appropriate and efficient control of production technology is therefore at a high level in this situation. The person who plays the most role in leading the organization to achieve its goals is the organization leader (Suthep Pongsriwat, 2001: 257) said that leadership is a key factor for the success of work and organization. Leadership can be built with effort and hard work. This is because if there is no leader or there is only a lack of leadership quality as a component of that agency. will proceed in unison not to be successful

School is an important educational establishment. In order to develop people to be knowledgeable and able to step into the world of change. Competitive potential able to stand firmly and with dignity in the world society on the basis of Thatness Therefore, the school administrators play an important role in improving the quality of learners in accordance with the intention of the National Education Act, B.E. 2542 (1999), amended (No. 2), B.E. 2010 is to enable human beings to learn self-development according to aptitude according to their potential Create learning habits through self-seeking in order to produce quality personnel that meet the overall needs of the country. The management of education at different levels must be in accordance with the law. Educational administrators as leaders in educational management must have knowledge of educational law and educational administration theories. have a plan Projects to improve the quality of education in accordance with the vision, development goals and educational standards. The management methods of each school administrator are different. Therefore, education reform is absolutely necessary. to be in line with the current economic situation by focusing on producing quality personnel to meet the market demands Educational management that must achieve the goal of creating a learning person. learning organization and learning society It is an important element of the development and upgrading of the population to a higher quality of school management in all four areas, namely the environment and the building. for teachers and educational personnel as for the curriculum and teaching and learning management, and for the educational administration system, the administrators have duties and responsibilities in the administration of the educational institution and leading the change in all aspects. which is consistent with the description of (Boonruang Khamkaew, 2006: 2) summarizes the four approaches that lead to transformational leadership in schools: (1) Strategic Leadership (2) Educational Leadership (3) Having the ability to Responsive Leadership (4) Cultural Leadership

Education makes people quality and people are the most valuable resources of the nation. Therefore, education is an important instrument in the development of the country. Because the development of the country in all aspects requires quality manpower. Any country with a population that receives an appropriate and comprehensive education has achieved development in almost all areas (Sermsak Wisalakorn,1991: 168). own able to lead a peaceful life in society and be able to support the development of the country appropriately and in accordance with the changes in all aspects of the country." and a very important responsibility to develop the quality of youth to be good people. have the ability to be a complete human being and is an important force in the development of the country.

Job satisfaction is an important component of life satisfaction. satisfaction (Smith, 1992: 7 - 9), with job satisfaction having an impact on the physical and mental health and well-being of teachers. Teachers who are job-satisfied are also satisfied with the subject matter are satisfied with their experiences and behaviours. happy to work and show good behavior (Fisher and Locke, 1992: 166 -167; Smith, 1992:12 - 14). Happy to be ready to work for the society as a whole There is an ideology that work is happiness of life The value of people lies in their work. With the realization of the essence of work that makes life worthwhile, contentment, happiness seems to be more valuable than money and material things. With the teacher's job is the job that creates people. develop people for people to develop the nation Teachers will have satisfaction, happiness and pride in their performance. Responsibility, determination, creativity, development of intelligence, knowledge and experience, as well as instilling goodness among students. idealistic teacher and at the heart of a full-fledged teacher will be a teacher with high job satisfaction. Students had higher academic achievement than schools in which teachers had moderate and low job satisfaction. And schools with moderate job satisfaction students had higher learning achievement than schools with low job satisfaction (Sudjai Thongon, 1979: 58 - 59). Aris (Seyfarth, 1991: 154; citing Morris, 1981: 4) compared schools with high job satisfaction to schools with low job satisfaction teachers. Teachers with low job satisfaction reported that teacher efficiency and teacher teaching This is one of the problems in schools where teachers have higher job satisfaction. It is therefore extremely important to assess teacher satisfaction on the job. because it is an indicator of the effectiveness of the school. Teacher satisfaction is derived from the ability of good quality administrators, with the school administrator, who is the head of the school, plays a very important role in improving the quality of education. And teachers who are satisfied with the job will make children happy to learn, thereby improving the quality of school education. Administrators must enhance teacher job satisfaction. to a higher level. From past research studies, it was found that There are many factors of satisfaction with the organization such as personal factors such as age, sex, marital status, educational level. Length of work, importance of work Job characteristics factors include job diversity. independence in working importance of work job feedback work experience including group attitude towards the organization the feeling that the organization can be relied upon feeling that one is important to the organization Expectations that are met by the organization Organizational factors include decentralized management and executive leadership.
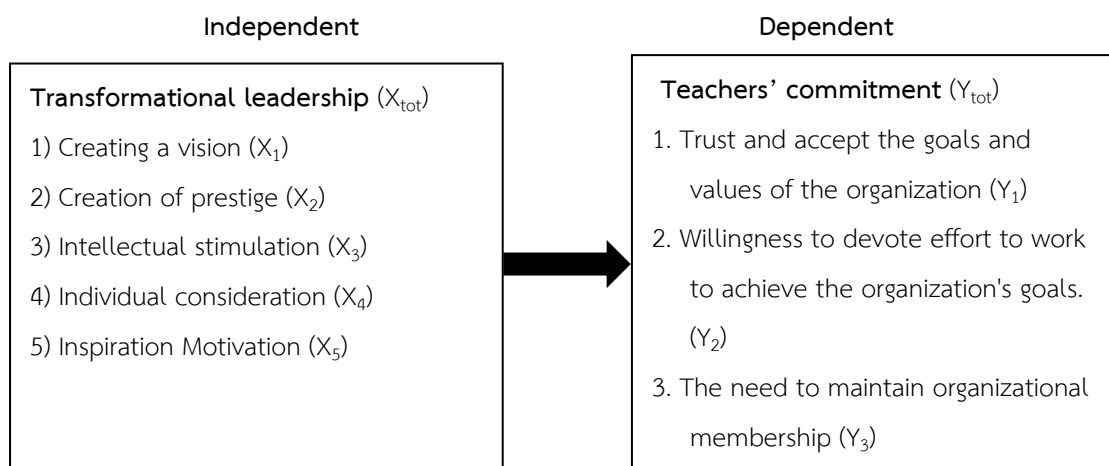
Therefore, the researcher saw the importance of studying the leadership of school administrators in Zhengzhou City under Henan Province, how important it is to the satisfaction of government teachers in Zhengzhou City under Henan Province in order to find out how leadership is. that had a positive correlation with the satisfaction in the performance of government teachers in order to use the research results as a guideline for the relevant agencies to develop and improve the administrators so that the government teachers were satisfied have the commitment to work efficiently as well as being happy and affecting school administration in the future

Research Objectives

       1. to study the level of transformational leadership of school administrators in Zhengzhou City under Henan Province.

       2. to study the level of teachers' commitment in Zhengzhou City under Henan Province.

       3. to study the relationship between transformational leadership of school administrators and teachers' commitment in Zhengzhou City under Henan Province.

Research Framework

       In this research, the researcher used Bass et al. (1985) concept of transformational leadership of school administrators 5 components as follows: 1) creating a vision; 2) creating charisma; 3) intellectual stimulation, 4) individual consideration, for teachers' commitment used concept of Porter's (1974) 3 components as follow: 1) trust and acceptance of the organization's goals and values; 2) willingness to contribute work effort to achieve the goals of the organization; and 3) the need to maintain organizational. It was a research conceptual framework: Fieger 1.

Independent	Dependent
Transformational leadership (X_{tot}) 1) Creating a vision (X_1) 2) Creation of prestige (X_2) 3) Intellectual stimulation (X_3) 4) Individual consideration (X_4) 5) Inspiration Motivation (X_5)	**Teachers' commitment** (Y_{tot}) 1. Trust and accept the goals and values of the organization (Y_1) 2. Willingness to devote effort to work to achieve the organization's goals. (Y_2) 3. The need to maintain organizational membership (Y_3)

Fieger 1. Conceptual Framework

Methods of conducting research

       Population: The population used in this study was 3005 teachers in Zhengzhou City under Henan Province.

       Samples: The sample group used in this study consisted of teachers in Zhengzhou City under Henan Province. The samples were assigned according to the tables using Krejcie and Morgan, (1970: 608). A sample of 341teachers by stratified random sampling method. This was compared by the proportion of the population in each school and by simple random sampling, as in Table 1

Table 1: Population and Sample

Schools in Zhengzhou City	Population	Sample
1. Henan business vocational school	341	39
2. Zhengzhou institute of technology	464	53
3. Zhengzhou art infant normal school	225	26
4. Zhengzhou information technology school	275	31
5. Zhengzhou Polytechnic Vocational College	303	34
6. Yellow River Science and Technology School	193	22
7. Zhengzhou Music and Art Vocational School	234	26
8. Zhengzhou Finance and Economics School	282	32
9. Zhengzhou Electric Engineering School	345	39
10. Zhengzhou Railway Secondary Vocational School	343	39
Total	3005	341

Research Instruments

The instrument used for data collection for this research was a questionnaire divided into 3 parts as follows:

Part 1 A questionnaire about the general information of the for respondents. It has a form of a check list of 4 items.

Part 2 The questionnaire was used to collect teachers about transformational leadership of school administrators according to the perceptions of teachers working in Zhengzhou City under Henan Province. It is a 36-item 5-point rating scale (Likert 1976)

5	means	there is the highest practice
4	means	there is the high of practice
3	means	there is moderate of practice
2	means	there is the low of practice
1	means	there is the lowest practice

Part 3 is a questionnaire on the teachers' commitment in Zhengzhou City under Henan Province. It is a 15-item 5-point rating scale (Likert 1976)

5	means	there is the highest practice
4	means	there is the high of practice
3	means	there is moderate of practice
2	means	there is the low of practice
1	means	there is the lowest practice

Creating Data Collection Instruments

An instrument used to collect data as a questionnaire. The researcher proceeded in the following sequence of steps:

1) Study the concepts, theories, documents, and research related to management behaviours of executives and commitment as a guideline for creating a questionnaire.

2) Create a questionnaire on the transformational leadership of school administrators and teachers' commitment in Zhengzhou City under Henan Province, and present the questionnaire to the advisors with suggestions. and then completely revised it.

3) Create instrument as a questionnaire which is divided into 3 experts to find content validity or consistency between questionnaire-written questions and definitions of operational terms, by using the Index of Item-Objective Congruence: IOC method for each questionnaire that ranges between 0.67 – 1.00.

4) The instrument was try-out on a non-sample population of 30 people to determine the reliability using Cronbach's alpha coefficient formula (Cronbach, 1990) using a packaged program. The confidence value of the Transformational Leadership questionnaire was .85 and the confidence value of the entire Teachers' Commitment questionnaire was .82

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

Data analysis

The researcher used the collected questionnaires to perform the following statistical procedures for data analysis.

1. Analysis of the general data of the respondents classified by sex, age, educational level, and work experience using frequency, and percentages.

2. Transformational leadership of school administrators in Zhengzhou City under Henan Province were analyzed by mean, and Standard Deviations, and gave the meaning of the score according to Bass's (1993) approach as follows:

4.50-5.00 means Transformational leadership of school administrators was the highest practice

3.50-4.49 means Transformational leadership of school administrators was the high practice

2.50-3.49 means Transformational leadership of school administrators was the moderate practice

1.50-2.49 means Transformational leadership of school administrators was the low practice

1.00-2.49 means Transformational leadership of school administratorswas the lowest practice

3. Teachers' commitment in Zhengzhou City under Henan Province were analyzed by mean, and Standard Deviations, and gave the meaning of the score according to Bass's (1993) approach as follows:

4.50-5.00 means teachers' commitment was the highest practice

3.50-4.49 means teachers' commitment was the high practice

2.50-3.49 means teachers' commitment was the moderate practice

1.50-2.49 means teachers' commitment was the low practice

1.00-2.49 means teachers' commitment was the lowest practice

4. Analyse the relationship between transformational leadership of school administrators and teachers' commitment using Pearson's Product Moment Correlation Coefficient (Cronbach, 1990) by Using the interpretation criteria of Puangrat Taweerat (2001) were as follows:

r is in the range of 0.01 - 0.20 means that there is a low level of correlation

r is in the range of 0.21 - 0.40 means that there is a relatively low correlation

r in the range of 0.41 - 0.60 means that there is a correlation at the moderate level

r is in the range of 0.61 - 0.80 means that there is a relatively high level of correlation

r is in the range of 0.81 - 1.00 means that there is a high level of correlation

Discussion

The research title " Relationship between transformational leadership of school administrators and teachers' commitment in Zhengzhou City under Henan Province "

1. The transformational leadership of school administrators overall at high level considering in each aspect, overall and in each expect was at high level. Creating a vision had the highest means, followed by Intellectual stimulation, and Individual consideration had the lowest mean. This may be because the administrators have clearly informed the stakeholders of the future school management vision. Help everyone see and understand their goals in work. Have a good working atmosphere received praise and attention from all executives and colleagues Makes me feel determined to work at this school. Administrators encourage teachers to solve existing problems in new ways. To meet the learning needs of students is an important part. Encourage teachers to develop themselves continually and provide opportunities for teachers to show their knowledge, competence and responsibility according to their potential. Consistent with the research of Nednapa Jetjumnong, (2021) was found that Level of transformational leadership of administrators was at a high level in overall and in each aspect. It was also found that idealized influence or charismatic leadership was at the highest level while inspirational motivation was at the lowest level. Consistent with the research of Nantawat Chongthong, (2015) has studied the transformational leadership of executives in development centers. Young Children belonging to local government organizations, Sriboonruang District Nong Bua Lamphu Province. The transformational leadership of executives in child development centres under the local government organization Sriboonruang District Nongbualamphu Province, as a whole and in each aspect, had behaviours at a high level. Consistent with the research of Robert C. Kelley, (2005) according that of the Department of Educational Administration and Leadership at the University of Nevada has studied the relationship between leadership and the proper setting of the atmosphere for schools studies have shown that leaders in schools need to be aware of the needs of those teachers and education personnel, including the need to provide opportunities for them to express, to be able to fully express their opinions and to express their vision in an empowering manner, lead them to create a good atmosphere in the school in a creative way.

2. The teachers' commitment overall at high level, considering overall and in each expect was at high level. The need to retain the members of the organization had the highest means, followed by Trust and accepting the goals and values of the organization, and Willing to try to complete this task had the lowest mean. May be because school personnel, the sense of belonging, freedom, and the idea that school is their property inspires in the best possible way. Very proud to be working in the school, and willing to work during the holidays without anyone giving orders and intending to work at this school happily until you retire and think that working in this school is very valuable to life, consistent with the research of Grisson and Durick, (1989) studied the factors of work satisfaction and organizational commitment. In a social service organization with a sample of 319 social service organization employees from 22 organizations, the results showed that the factor that best predicted organizational commitment than other factors was leadership, consistent with the research of Elaine, (1989) has studied communication and organizational engagement. The study found that the communication relationship between administrators and teachers' quality of executive communication as well as the communication between the administrators and the teachers has the highest relationship with the commitment to the organization, consistent with the research of Felstad, (1989) studied leadership behaviors and the relationship to trust and organizational commitment of head teachers in Wisconsin. with the sample Study Supervisor and Principal, the results showed that the more empathetic leadership behaviors to their subordinates, the higher the level of organizational engagement. and behaviors of compassionate supervisors can predict engagement. to the headmaster's organization,

3 . The relationship between transformational leadership and teacher commitment in Zhengzhou. Under Henan Province, there was a very high positive correlation with a statistical significance of .05, in descending order of correlation as follows: vision creation inspiration creating prestige consideration of the person and intellectual stimulation, respectively, because Executives with transformational leadership are those whose management can adapt to changes in society. Have a good understanding of work and be a good role model for subordinates Make subordinates happy at work and have the determination to do the work they are responsible for to achieve their goals efficiently. consistent with the research of Colmer, (1 9 9 6) conducted research on the relationship between headteacher leadership behaviours and work commitment. of teachers by studying from renowned high school teachers who attended the University of North Texas. The results showed that the headmaster showed behavior in the matter of solidarity. sympathy warming caring acknowledging each other's opinions and the greater the need for teachers, the greater the teacher's commitment to work, consistent with the research of Liu Hui & Zhang Liang, (2013) according that In the context of disciplinary innovation in colleges and universities, this paper discusses the effects of transformational leadership, transformational leadership and team innovation climate on team job satisfaction. The research results of 43 innovative teams have shown that transformational leadership has a positive relationship with team innovation climate, and transformational leadership has a negative relationship with team innovation climate; both types of leadership are positively related to team job satisfaction. , the team

innovation atmosphere plays a mediating role in this relationship. The findings reveal the relationship and mode of action between two types of leadership, team innovation climate and team job satisfaction.

Recommendations

Recommendations of research

1. Creating a vision: administrators should encourage teamwork, to allow teachers, and personnel as well as those involved in participating in school activities continuously.

2. Creation of prestige: administrators must build faith to be accepted by the general public, have a friendly relationship with subordinates compassionate Administering work with fairness, honesty, always doing activities with teachers.

3. Intellectual stimulation: Administrators should encourage teachers to apply research to solve problems or development of teaching as well as promoting the use of technology in education management.

4. Individual consideration: Executives promote modern information systems by using technology to develop work. There is a clear step-by-step plan. Empower your colleagues with recognition. Glorify those who do good deeds and achieve their goals.

5. Inspiration Motivation: Executives must encourage and encourage employees to engage and feel part of the organization. for the efficiency and effectiveness of educational establishments such as fair salary consideration

6. Trust and accept the goals and values of the organization: Must have clear goals and plans There are assignments that are suitable for each person's abilities

7. Willingness to devote effort to work to achieve the organization's goals: Teachers have to sacrifice more time for their work and intend to learn new jobs for higher quality work and achieve goals efficiently

8. The need to maintain organizational membership: Teachers must have good ideas and good intentions for the school, work hard, and build a reputation for the general public.

Recommendations for the next research

1. Study the participation of school teachers in Zhengzhou. under Henan Province.

2. To study teacher engagement affecting school effectiveness in Zhengzhou. under Henan Province.

3. Factors affecting teacher engagement in Zhengzhou under Henan Province

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