

ภาวะผู้นำการเปลี่ยนแปลงของผู้บริหารโรงเรียนประถมศึกษาทดลองแห่งที่สาม  
เมืองโจวโจว มณฑลเหอหนาน

TRANSFORMATIONAL LEADERSHIP OF ADMINISTRATORS  
UNDER THE THIRD EXPERIMENTAL PRIMARY SCHOOL OF ZHOUKOU CITY  
IN HENAN PROVINCE

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**บทคัดย่อ**

การวิจัยนี้มีวัตถุประสงค์เพื่อ 1) เพื่อศึกษาภาวะผู้นำการเปลี่ยนแปลงของผู้บริหารโรงเรียนประถมศึกษาทดลองแห่งที่สามเมืองโจวโจวมณฑลเหอหนานและ 2) เพื่อเปรียบเทียบความเป็นผู้นำการเปลี่ยนแปลงของผู้บริหารโรงเรียนประถมศึกษาทดลองแห่งที่สาม เมืองโจวโจว มณฑลเหอหนาน

การวิจัยนี้เป็นการวิจัยเชิงสำรวจประชากรจำนวน 120 คนเป็นครูโรงเรียนประถมศึกษาทดลองแห่งที่สามเมืองโจวโจวมณฑลเหอหนาน กลุ่มตัวอย่างจำนวน 80 คน จากตารางของเครจซี่และมอร์แกนโดยการสุ่มอย่างง่ายวิธีดำเนินการวิจัยมี 4 ขั้นตอน ได้แก่ 1) การศึกษาเอกสารและงานวิจัยที่เกี่ยวข้อง 2) การสร้างเครื่องมือที่ใช้ในงานวิจัย 3) การเก็บรวบรวมข้อมูล และ 4) การวิเคราะห์ข้อมูลเครื่องมือที่ใช้ในการรวบรวมข้อมูลเป็นแบบสอบถามมาตราส่วนประมาณค่า 5 ระดับสถิติที่ใช้ในการวิเคราะห์ข้อมูลได้แก่ความถี่ร้อยละค่าเฉลี่ยส่วนเบี่ยงเบนมาตรฐานและการทดสอบค่าที

ผลการวิจัยพบว่า 1) ภาวะผู้นำการเปลี่ยนแปลงของผู้บริหารโรงเรียนประถมศึกษาทดลองแห่งที่สามเมืองโจวโจวมณฑลเหอหนานภาพรวมและรายด้านอยู่ในระดับมาก และ 2) เปรียบเทียบภาวะผู้นำการเปลี่ยนแปลงของผู้บริหารโรงเรียนประถมศึกษาทดลองแห่งที่สามเมืองโจวโจวมณฑลเหอหนานจำแนกตามระดับการศึกษาและประสบการณ์การทำงานไม่แตกต่างกัน

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**คำสำคัญ:** ภาวะผู้นำการเปลี่ยนแปลง, ผู้บริหาร, โรงเรียนประถมศึกษาทดลองแห่งที่สาม,เมืองโจวโจว มณฑลเหอหนาน,

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**Abstract**

The objectives of this research were: (1) to study the transformational leadership of administrators under the Third Experimental Primary School of Zhoukou City in Henan Province; and (2) to compare the transformational leadership of administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, classified by education level and work experience.

The research was a survey research. The population was 120 teachers under the Third Experimental Primary School of Zhoukou City in Henan Province. The sample was 80 teachers, determined by Krejcie and Morgans' tables, obtained by simple random sampling method. The research procedure consisted of 4 steps; (1) to study 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 results of the research were found that; (1) the transformational leadership of school administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, overall and in each aspect was at a high level; and (2) comparison of the transformational leadership of administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, classified by educational level and work experience were not different.

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**Keywords:** Transformational Leadership, Administrators, Third Experimental Primary School Zhoukou City, Henan Province

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## INTRODUCTION

The education management system was an institutional system established by the state in accordance with relevant laws and policies to manage education, including many elements and requirements such as the establishment of educational institutions at all levels, the provisions on their functions and roles, the definition of mutual subordination relationships, and the distribution and delimitation of authority.

But there were no doubts about it, there were still problems and drawbacks. On the one hand, the basic systems and laws and regulations necessary for school management had not yet been fully established, and the existing systems and rules also had the enthusiasm and Transformational formalistic tendency of Cambodian personnel to work.

### Research Objectives

1. to study the level of transformational leadership of administrators under the Third Experimental Primary School of Zhoukou City in Henan Province.
2. to compare the transformational leadership of school administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, classified by educational level and work experience.

### Research Framework

In this research, the researcher has synthesized the concepts of academics who have the corresponding concept of Transformational leadership. To define a conceptual framework for the Transformational Leadership of administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, as shown in Figure 1.

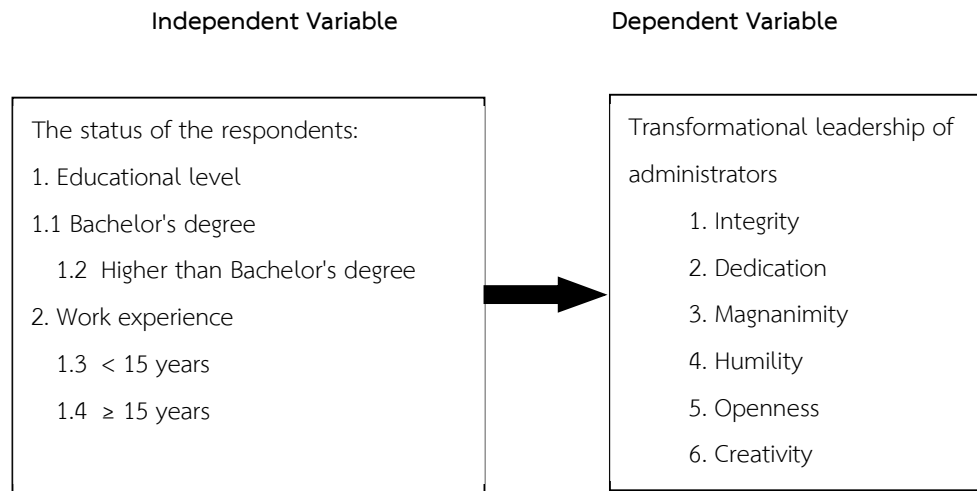


figure 1. Research Framework

### Methods of conducting research

Population: The population was the teachers who work in the academic year 2022 under the Third Experimental Primary School of Zhoukou City in Henan Province. The number of 110 instructors.

Sample: The sample consisted of 80 teachers from the Third Experimental Primary School of Zhoukou City in Henan Province. The sample size was determined by Krejcie & Morgan's table (1970) and was obtained by simple random sampling.

### Research instruments

The instrument used in this research was a questionnaire Which was conducted with we-chat. Created by the researcher from the research on Transformational leadership of administrators under the Third Experimental Primary School of Zhoukou City in Henan Province 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 The instrument used for data collection was a five-point rating scale questionnaire. was used to collect instructors' perceptions of the Transformational leadership of administrators under The Third Experimental Primary School of Zhoukou City in Henan Province in six areas: 1. Integrity 2. Dedication 3. Magnanimity 4. Humility 5. Openness and 6. Creativity

This questionnaire is defined as a rating scale. The scores were divided into 5-point rating scale (Likert, 1970) as follows:

5	means	there was the highest level of practice
4	means	there was a high level of practice
3	means	there was a moderate level of practice
2	means	there was a low level of practice
1	means	there was the lowest level of practice

### Data analysis

The researcher conducted data analysis as follows:

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

2) Transformational leadership data of administrators under the Third Experimental Primary School under Zhoukou City in Henan Province were analyzed by mean, and standard deviations (R.A.Fisher,1960), and set the criteria for interpreting of results as follows:

4.50 - 5.00 means Transformational leadership is the highest level of practice

3.50 - 4.49 means Transformational leadership is the high level of practice

2.50 - 3.49 means Transformational leadership is the moderate level of practice

1.50 - 2.49 means Transformational leadership is the low level of practice

1.00 - 2.49 means Transformational leadership is the lowest level of practice

3) Comparison of Transformational leadership of school administrators at The Third Experimental Primary School under Zhoukou City in Henan Province classified by educational level and work experience by t-test analysis.

### Data analysis result

#### Part 1: Results of the general data analysis of the respondents

**Table 4.1** General information of the respondents

General Information	Number	Percentage
<b>1. Educational Level</b>		
1.1 Bachelor's degree	34	42.5%
1.2 Postgraduate	46	57.5%
<b>Total</b>	80	100
<b>2. Work Experience</b>		
2.1 < 15 years	38	47.5%
2.2 ≥15 years	42	52.5%
<b>Total</b>	80	100

From Table 4.1 was found that the Transformational leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, had the respondents had a bachelor's degree, people representing 42.5%, and 41 people have more than 15 years of work experience, representing 52.5%.

**Part 2: The results of the transformational Leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province.**

**Table 4.2** Show the Mean, standard deviation, and level of the transformational Leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, Overall and in each aspect. (n=80)

No.	Transformational leadership	( $\bar{X}$ )	upper	lower	S.D.	Level
1	Integrity	4.85	5	0	0.66	Highest
2	Dedication	4.84	5	0	0.80	Highest
3	Magnanimity	4.85	5	0	0.72	Highest
4	Humility	4.71	5	0	0.80	Highest
5	Openness	4.79	5	0	0.63	Highest
6	Creativity	4.79	5	0	0.60	Highest
	Total	4.81	5	0	0.70	Highest

From Table 4.2 was found that the transformational Leadership Analysis of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, overall a highest level ( $\bar{X}$ =4.81). Considering each aspect, it was found that all aspects were at a highest level. The Integrity and Magnanimity had the highest mean ( $\bar{X}$ = 4.85), followed by dedication ( $\bar{X}$ = 4.84), and Humility had the lowest mean. ( $\bar{X}$ = 4.71)

## Discussion

Discussion about major findings of objective 1

1) The Integrity of The Transformational leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, a highest level. Because to achieve efficient, healthy, and sustainable development within the university, a vision of the University must be formed. With a clear vision, the University development has a soul, and the direction and path of development are clear. It enhances the sense of mission shared by the members of the University, enabling them to take on more responsibility and to be more loving and loyal to the University. By establishing a vision for development, the University develops a unique University culture by enabling all members to share a common vision, beliefs, and pursuit of values in order to promote sustainable University development. This research finding was in accordance with the research of Sternberg (2006) as a member of the association of school administrators in California has studied transformational leadership in decision-making which was found that The results of the study revealed that a good educational institute leader must consist of smart decisions are transformational in bringing the course

has been put into practice, have a transformational vision in analyzing ideas of one's own, and that personnel to achieve the goals of the organization has the ability to persuade personnel in schools to see their own values and make everyone have a common goal. Also, the findings were in the same direction as Kelley (2005) 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 transformational a good atmosphere in the school in a transformational way.

2) Dedication of The Transformational leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, overall a highest level. Because administrators focus on promoting, Support personnel to work in the process of participation, thinking together, and creating new jobs. There is coordination and integration, taking into account individual differences. This research finding was in accordance with research by Shang, Y. (2019) to study with the research title Authentic leadership and transformational in China. Said: all leadership power sources (position, personal and relational) moderate the relationship between authentic leadership and promotion-focused behaviour and the position power also moderates the relationship between authentic leadership and prevention-focused behavior. This research finding was in accordance with the research of Basadur Min (2004) Research to bring others together to think transformational about transformational leadership. This research aims to study the effective management of leaders. and the nature of transformational problem-solving for teams and organizations. The results found Managing the most effective leadership methods of the 21st century are transformational leaders who value and support people and teams. by coordinating and integrating individual differences by continually pushing through the transformational process of finding problems. defining problems and solving them in new ways Leaders need to recognize individual differences through transformational problem-solving processes. and provide opportunities for individuals in the organization to collaborate on new methods and approaches. This research finding was in accordance with the research of Kelley (2005) 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 transformational way.

3) The Magnanimity of The Transformational leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, overall a highest level, Because The administrators of the educational institutions gave freedom to work without blocking different opinions. Approaches to improving and developing transformational leadership provide opportunities for operators

to exercise their discretion and decide for themselves in scheduling work and how to complete the work without outside control therefore, the personnel can work with full knowledge and ability. This research finding was in accordance with the research of Delia Bosiok (2013) which was found that do research on Leadership and Creativity The objectives were to study the characteristics of transformational leaders. It was found that the characteristics of transformational leaders consist in having the flexibility to make decisions using different perspectives of the situation. and a desire to take risks through innovation and new ideas, all of which are essential to the survival of the organization. Consistent with the research of Pornthip Pankong (2016) on the transformational leadership of school administrators Under the Chonburi Primary Educational Service Area Office 3, it was found that the overall flexibility was at a high level.

4) Humility of The Transformational leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, overall a highest level. Because administrators are knowledgeable have good management skills and high leadership. Have good human relations, imagination, and the courage to change things. to achieve the goal. This research finding was in accordance with the research of Stanlay (1964), who studied the characteristics of future administrators, and found that future executives must be well-educated, well-educated, competent person They have the nature of leadership, and good interpersonal and He is a person of personality, imagination, and courage. When taking office and collaborating on educational projects, he needs to accept, initiate, and dare to make changes for the sake of Achieving a new approach to effective teaching and learning. This is due to the administrators having adopted new methods for managing education, to increase efficiency able to encourage participants to come up with new ideas in teaching and learning. Create, invent, invent and dare to use new things to increase the potential of practice work. This research finding was in accordance with the research of Qingling Zhang (2016) which found that the current state of the Transformational leadership of primary school principals to promote teachers' creativity in Henan, China was overall at a middle level. Also, the findings were in the same direction as Chaichana, Y & Sariwat, L (2019) the desirable condition of Transformational leadership of school administrators was at a high level and the average in each part was at a high level.

5) The Openness of The Transformational leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, overall a highest level. Because The administrators of educational institutions must give advice. Consultation on operational problems and a good working atmosphere are promoted. causing teachers within the school to accept and see the value of each other Provide opportunities for instructors to express their opinions. and work together to solve problems within educational institutions Encourage instructors within the instructors to understand love and bond to create partnerships and inspire Incentives for instructors within the school. This research finding was in accordance with the research of Olsson (2012) studied Transformational leadership and the theory of leadership. The results of the study found that Leaders can motivate their followers to be Transformational by encouraging and encouraging their followers to perform at their best. including the

development and support of knowledge resources a good relationship between a leader and a follower will also result in higher work efficiency.

6) The Creativity of The Transformational leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province, overall a highest level. Administrators have a wide vision. keep pace with change, Administrators have regular meetings every month for personnel in the organization to exchange knowledge, Administrators encourage colleagues to use new technologies to improve work efficiency, Administrators are transformational in terms of work and success at work. Administrators dare to make decisions based on principles, facts, and experiences without hesitation. Because the ability to manage others had never and never exceeded the ability to manage oneself. One of the ways Drucker recommends managing oneself was to record one's working hours and events every day, and regularly evaluated and considered one's work arrangements to check whether one's priorities are appropriate, whether the focus of work was accurate, and whether the distribution of working hours was reasonable and effective. Through time management, principals should improve their ability to control time, enhanced time planning and autonomy in doing things, and allowed themselves enough time to think about problems more comprehensively and systematically. This research finding was in accordance with the research of Olsson (2012) studied by Anna Craft (2013).

### **Recommendations**

1. Integrity: From the table, educational institution contexts are analyzed and synthesized in order to define the Integrity, Morality and ethics of modern organizations both now and in the future was the lowest. Administrators should Follow his advice carefully and related parties to participate in setting a common vision for the development of educational institutions in the same way.

2. Dedication: From the table, The dedication of school administrators in their management work. Administrators should appoint and assign tasks to the right people. have concrete clarity Look at the potential and abilities of each instructor, The dedication of school administrators in their management work for the best interests of the organization.

3. Magnanimity: From the table, opportunities and listening to different opinions of personnel and suggestions from other people involved, to be used as information to solve problems and is a guideline for the development of educational institutions together was the lowest. Administrators commend the ability of their colleagues when they succeed. Administrators allow associates to show their full potential in their work. There are improvements and improvements.

4. Humility: From the table, have transformational initiatives in using modern innovations to effectively manage education was the lowest. Administrators treat associates about the difference between needs and necessities, and act as coaches, advising to develop the potential of colleagues like good friends, assessment performance according to actual conditions have a follow-up after assessment provide periodic reports.



5. Openness: From the table, have the ability to coordinate, communicate and communicate with personnel in each team, at a variety of events and times was the lowest. Administrators can control their emotions even in critical situations. Administrators encourage colleagues to show their full potential

6. Creativity: From the table, have transformational initiatives in using modern innovations to effectively manage education was the lowest. Administrators should regular meetings every month for personnel in the organization to exchange knowledge, Administrators dare to make decisions based on principles, facts, and experiences without hesitation.

#### Proposals for next research

1. Study the factors affecting the transformational leadership of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province.

2. Relationship between transformational leadership and educational administration of the administrators under the Third Experimental Primary School of Zhoukou City in Henan Province

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