

## ภาวะผู้นำการเปลี่ยนแปลงของผู้บริหารมหาวิทยาลัยไต้หวัน มณฑลซานตง

### TRANSFORMATIONAL LEADERSHIP OF ADMINISTRATORS

### AT TAISHAN UNIVERSITY UNDER SHANDONG PROVINCE

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นักศึกษาระดับปริญญาโท สาขาวิชาภาวะผู้นำทางการบริหารการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยกรุงเทพธนบุรี

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#### บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ (1) เพื่อศึกษาระดับความเป็นผู้นำการเปลี่ยนแปลงของผู้บริหารมหาวิทยาลัยไต้หวัน มณฑลซานตง; และ (2) เพื่อเปรียบเทียบการรับรู้ของอาจารย์เกี่ยวกับความเป็นผู้นำการเปลี่ยนแปลงของผู้บริหารที่มหาวิทยาลัยไต้หวัน มณฑลซานตง จำแนกตามประสบการณ์การทำงานและระดับการศึกษา วิธีการวิจัยเป็นการวิจัยเชิงสำรวจ ประชากรประกอบด้วยอาจารย์ 1,100 คน ที่มหาวิทยาลัยไต้หวัน มณฑลซานตง สาธารณรัฐประชาชนจีน ในปีการศึกษา 2566 กลุ่มตัวอย่างมีอาจารย์จำนวน 285 คน กำหนดขนาดกลุ่มตัวอย่างแต่ละประเภทจากตารางเครจซี่และมอร์แกน Krejcie และ Morgan's Table และใช้วิธีการสุ่มตัวอย่างอย่างง่าย เครื่องมือที่ใช้ในการรวบรวมข้อมูลคือแบบสอบถามแบบให้คะแนน 5 ระดับ สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ความถี่ เปอร์เซ็นต์ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการทดสอบที

ผลการวิจัยพบว่า (1) ภาวะผู้นำการเปลี่ยนแปลงของผู้บริหารมหาวิทยาลัยไต้หวัน มณฑลซานตง โดยรวมและในแต่ละด้านอยู่ในระดับสูง และ (2) การเปรียบเทียบภาวะผู้นำการเปลี่ยนแปลงของผู้บริหารมหาวิทยาลัยไต้หวัน มณฑลซานตง จำแนกตามประสบการณ์การทำงานและระดับการศึกษา ในภาพรวมและในแต่ละด้านไม่แตกต่างกัน

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**คำสำคัญ:** ภาวะผู้นำการเปลี่ยนแปลง, ผู้บริหารมหาวิทยาลัย, มหาวิทยาลัยไต้หวัน, มณฑลซานตง,

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#### Abstract

The objectives of this research were:(1) to study the level of transformational leadership of administrators at TaiShan University under Shandong Province; and (2) to compare the instructors' perceptions of administrators' transformational leadership at TaiShan University under ShanDong Province, classified by work experience and educational level.

The research methodology was survey research. The population consisted of 1,100 instructors at Tai Shan University under Shan Dong Province, the People's Republic of China, in the 2023 academic year. The sample consisted of 285 instructors. The sample size was determined by Krejcie and Morgan's Table and obtained by simple random sampling technique. 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.

Major finding: (1) the transformational leadership of administrators at Tai Shan University under ShanDong Province overall and in each aspect was at a high level; and (2) comparison of the

transformational leadership of administrators at Tai Shan University under ShanDong Province, classified by work experience and educational level, in the overall and in each aspect were not different.

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**Keywords:** Transformational Leadership, University Administrator, TaiShan University, ShanDong Province,

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## INTRODUCTION

With the continuous development of the world economy, science and technology are advancing rapidly. These advances not only bring enormous wealth to the entire society, but also bring more uncertainty to society. At the same time, the rapid changes in the world have brought severe challenges and tests to the development of universities. Universities need to select and cultivate principals with leadership potential and promote their transformational leadership behavior in the work environment, to seek new development opportunities for the university. Leadership has a substantial impact on the development and transformation of schools. With the help of transformational leadership theory, managers can improve their transformational leadership style and promote educational innovation. Transformational leaders help schools adapt to rapidly changing social and economic needs by introducing new educational concepts and practices; Transformational leaders value the professional growth and development of teachers, and improve their quality by focusing on their professional development; Transformational leaders value the comprehensive development of students, cultivate their innovative abilities and critical thinking, and help them successfully cope with the challenges of constantly changing society by motivating and motivating them to learn; Transformational leadership values the establishment of a positive school culture and a spirit of teamwork, promoting the overall development and progress of the school through teamwork and shared responsibility. Therefore, this paper studies the transformational leadership of the administrators of Mount Taishan College in Shandong Province to promote school reform and improve school management. The quality of education promotes the professional development of teachers, thereby helping schools effectively achieve their educational goals.

### Research Objectives

1. To study the level of transformational leadership of administrators at TaiShan University under Shan Dong Province.
2. To compare the instructors' perceptions of administrators' transformational leadership at TaiShan University under ShanDong Province classified by educational level, and work experience.

### Research Framework

In this research, the researchers the concepts of Bernard M. Bass (1985) in transformational leadership. Define a conceptual framework for the transformational leadership of administrators at TaiShan University under Shan Dong Province, as shown in Figure 1.1:

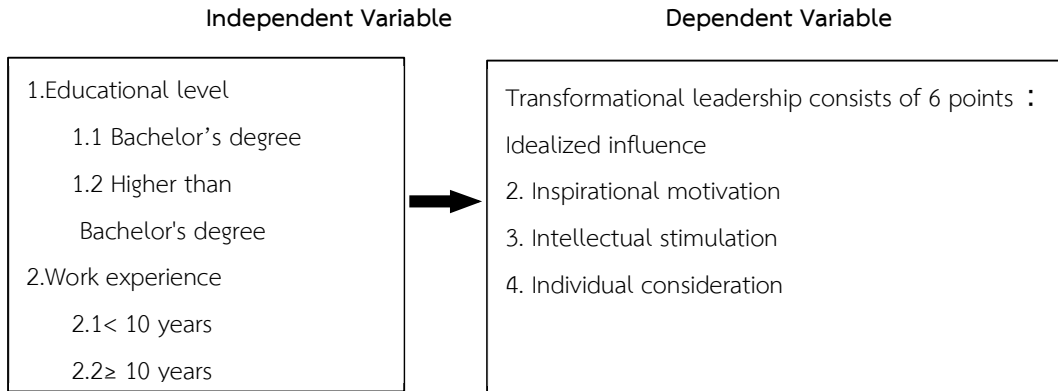


figure 1. Research Framework

### Methods of conducting research

Population: The population were instructors at Tai Shan University under Shan Dong Province. Academic year 2023, which consisted of 1,100 instructors.

Sample: The sample consisted of 285 instructors at Tai Shan University under Shan Dong 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 is the questionnaire, divided into 2 parts as follows:

Part I: Questionnaire about the general information of the respondents.

Part II: The questionnaire on Transformational Leadership of Administrators at Tai Shan University under Shan Dong Province consists of 4 areas:

1. Idealized influence
2. Inspirational motivation
3. Intellectual stimulation
4. Individual consideration.

### Data analysis

The research topic is Transformational Leadership of Administrators at Tai Shan University under ShanDong Province. The research objectives are: 1) To study the level of transformational leadership of administrators at Tai Shan University under ShanDong Province. 2) To compare the instructors' perceptions of transformational leadership of administrators at Tai Shan University under ShanDong Province classified by educational level, and work experience. The data was analyzed in the follows:

1. Symbols used in research
2. The process of presenting the results of the data analysis

3. Data analysis results

Data analysis result

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

Table 1 General information of the respondents: (n=285)

General Information	Number	Percentage
1. Educational Level		
1.1 bachelor’s degree	142	49.82
1.2 Higher bachelor’s degree	143	50.18
<b>Total</b>	285	100
2. Work Experience		
2.1 < 10 years	158	55.44
2.2 ≥ 10 years	127	44.56
<b>Total</b>	285	100

Table 1 found that among middle school instructors at Tai Shan University under Shan Dong Province, 143 respondents had higher than bachelor's degree, accounting for 50.18%; 158 respondents had more than 10 years of work experience, accounting for 55.44%.

Part 2: The results of transformational leadership of administrators at Tai Shan University under ShanDong Province.

Research on transformational leadership of administrators at Tai Shan University under ShanDong Province, as shown in Table.

Table 2: Show the Mean, Standard deviations, and the level of transformational leadership of administrators at Tai Shan University under ShanDong Province In all aspects:

(n=285)

No.	Transformational Leadership of Administrators	( $\bar{X}$ )	S.D.	Level
1	Idealized influence	3.96	0.64	high
2	Inspirational motivation	3.92	0.63	high
3	Intellectual stimulation	3.95	0.61	high
4	Individual consideration	3.95	0.65	high
	<b>Total</b>	3.94	0.58	high

Table 2 was found that the transformational leadership of administrators at Tai Shan University under ShanDong Province overall and in each aspect at a high level ( $\bar{X}$  = 3.94). Considering it comprehensively, it is found that all aspects are at a relatively high level. Idealized influence had the highest mean ( $\bar{X}$  = 3.96), followed by Intellectual stimulation and Individual consideration ( $\bar{X}$  = 3.95), and Inspirational motivation had the lowest mean ( $\bar{X}$  = 3.92).

**Part 3: The results of the comparative analysis of Transformational Leadership of Administrators at Tai Shan University under ShanDong Province, classified by education and work experience.**

Table 3: Comparison of the transformational leadership of administrators at Tai Shan University under ShanDong Province classified by educational level, overall aspect. (n=285)

No.	Transformational Leadership of Administrators	Educational level				t	P
		Bachelor's degree		Higher than Bachelor's degree			
		( $\bar{X}$ )	S.D.	( $\bar{X}$ )	S.D.		
1	Idealized influence	3.93	0.69	3.97	0.59	-0.433	0.665
2	Inspirational motivation	3.92	0.64	3.92	0.58	0.009	0.993
3	Intellectual stimulation	3.90	0.69	3.99	0.57	-1.261	0.208
4	Individual consideration	3.91	0.69	3.99	0.57	-1.061	0.290
<b>Total</b>		3.92	0.63	3.97	0.53	-0.748	0.455

Table 3: t-test shows that teachers with different educational level came to recognize the transformational leadership of administrators at Tai Shan University under ShanDong Province, classified by educational overall, which was not different.

**Table 4:** Comparison of the transformational leadership of administrators at TaiShan University under ShanDong Province, classified by work experience, overall aspect. (n=285)

No.	Transformational Leadership of Administrators	work experience				t	P
		<10years		≥10years			
		( $\bar{X}$ )	S.D.	( $\bar{X}$ )	S.D.		
1	Idealized influence	3.95	0.69	3.94	0.59	0.086	0.932
2	Inspirational motivation	3.87	0.66	3.99	0.54	-1.643	0.102
3	Intellectual stimulation	3.91	0.69	3.99	0.55	-1.051	0.294
4	Individual consideration	3.92	0.71	3.99	0.53	-1.017	0.310
<b>Total</b>		3.91	0.64	3.98	0.50	-0.995	0.321

Table 4: t-test shows that teachers with different work experience came to recognize the transformational leadership of administrators at Tai Shan University under ShanDong Province, classified by work experience overall, which was not different.

## Discussion

Based on the research objectives, the discussion will be presented as follows:

The transformational leadership of administrators at Tai Shan University under ShanDong Province, is generally relatively high. From the perspective of various indicators, it is generally at a relatively high level. Because school administrators have a high level of transformational leadership, it is conducive to creating a positive educational ecosystem. School administrators can set an example in front of their subordinates and clearly communicate the vision and values of the university to inspire the trust and confidence of teachers, influence teachers with noble character and unique charm, inspire staff and students to pursue excellence, and at the same time provide staff with More career development opportunities, providing students with better learning experiences, and promoting schools to achieve results beyond expectations in the ever-changing educational environment.

1. The Idealized Influence of the transformational leadership of administrators at Tai Shan University under ShanDong Province overall at a high level because university leaders encourage teachers to pursue knowledge, innovation, and research, encourage them to explore new fields and ways of thinking, and encourage them to try new educational methods and Research directions thereby promoting intellectual growth and development.

2. The Inspirational Motivation of the transformational leadership of administrators at Tai Shan University under ShanDong Province overall at a high level. because college leaders can clearly communicate the vision and goals of the college, inspire faculty to resonate with the mission of the college, and encourage them to work toward achieving this vision. Effort: they can inspire teachers' enthusiasm and motivation, making them feel that their work is meaningful and thus more motivated to invest in education and research.

3. The Intellectual Stimulation of the transformational leadership of administrators at Tai Shan University under ShanDong Province overall at a high level because university administrators provide personalized guidance and support based on the needs and goals of each teacher. They understand the abilities and potential of different teachers and help them achieve their personal and professional goals.

4. The Intellectual Stimulation of the transformational leadership of administrators at Tai Shan University under ShanDong Province overall at a high level because university administrators show concern and understanding for each teacher. They understand teachers' individual needs, ambitions and challenges and actively support and provide resources to meet teachers' individual needs. University administrators encourage open communication, actively listen to faculty opinions, and feedback, and use this feedback to adjust and improve management and leadership

## Recommendations of research

1. To gain a more comprehensive understanding of the impact of transformational leadership, consider conducting long-term research to track the development and changes of transformational leadership, as well as its impact on the long-term goals of universities. Future research should focus on

increasing sample size and delving into the similarities and differences in transformational leadership among different universities. By comparing cases from different universities, consider developing targeted leadership strategies in the study to adapt to the specific needs and challenges of different universities.

2. Further expand idealized influence, Inspirational motivation, Intelligent simulation, and Individual consideration to explore more influencing factors related to the university environment. Special attention should be paid to the specific mechanisms of information transmission, innovation, influence, and stimulation to better understand the role of these factors in university change. These research suggestions will help strengthen the research on transformational leadership in universities, making it more comprehensive and in-depth, and providing useful directions for future research.

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