

RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP OF ADMINISTRATORS AND ORGANIZATIONAL CULTURE UNDER HENAN UNIVERSITY IN HENAN PROVINCE

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Abstract

The objectives of this research were: (1) to study the level of transformational leadership of administrators under Henan University in Henan Province; (2) to Study the level of organizational culture under Henan University in Henan Province; and (3) to study the relationship between transformational leadership of administrators and organization culture under Henan University in Henan Province.

The research was survey research. The population was 3016 teachers who work under Henan University in Henan province, the People's Republic of China. Sample was totaling 346 teachers. The sample was determined by Krejcie and Morgan's table, and obtained by simple random sampling technical. The instrument used for data collection was a five-point rating scale. The statistics used for data analysis were frequency, percentage, mean, Standard Deviation, and correlation coefficient.

Major findings: (1) transformational leadership of administrators under Henan University in Henan Province was at a high level; (2) organizational culture under Henan University in Henan Province was at a high level; and (3) relationship between transformational leadership of administrators and organization culture under Henan University in Henan Province had a moderately positive, and the correlation at the statistical significance of the .01 level.

Keywords: Relationship, Transformational Leadership, Administrators Organizational Culture, Henan University, Henan Province

Introduction

In the field of education in the 21st century, the role and importance of educational administration and leadership are changing dramatically. This change is particularly evident in the context of globalization, where China's education system, due to its rapid development and reform, is a key example of this change. Especially in the field of higher education, in the face of the challenges and opportunities brought about by economic globalization and scientific and technological progress, Chinese universities are undergoing unprecedented transformation.

Henan University, as an institution of higher learning with a long history and academic excellence in China, provides a unique perspective to observe and understand these changes. Not only does the university occupy an important place in the history of Chinese education, but its administrative model and organizational culture play a key role in the current trend of educational reform and internationalization. Therefore, an in-depth study of the relationship between organizational culture and administrator's leadership among administrators at Henan University is of great theoretical and practical significance for understanding how Chinese higher education institutions adapt to and lead educational reform.

This study aims to explore the interaction and influence between organizational culture and administrator's leadership among administrators in Henan University. Through this research, we can better understand how to effectively combine traditional and modern management concepts in a rapidly changing educational environment like China, and the potential impact of this combination on improving the quality of education and promoting academic innovation.

Research Objectives

1. To study the level of transformational leadership of administrators at Henan University in Henan Province.
2. To study the level of organization culture at Henan University in Henan province.
3. To study the relationship between transformational leadership of administrators and organizational culture at Henan University in Henan province.

Research Framework or Conceptual Framework

In this research, the researchers the concepts of Senge (1990) in learning organization. And Bass (2008) concept of transformational leadership; Define a conceptual framework for the relationship between transformational leadership of administrators and organizational culture at Henan University in Henan province, as shown in Figure 1:

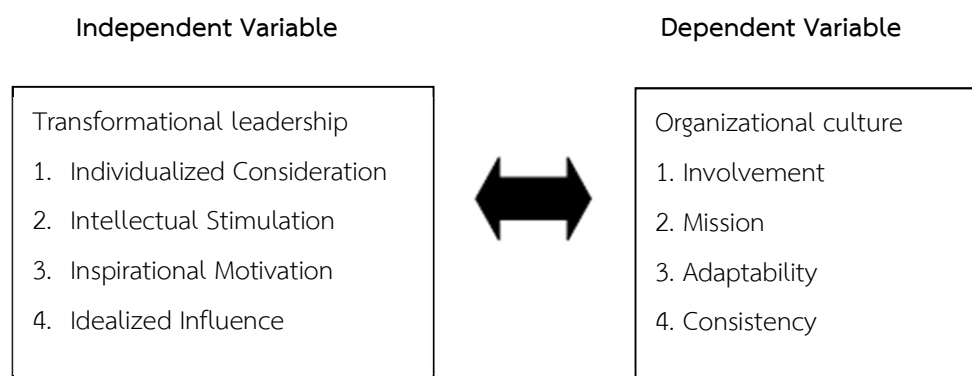


Figure 1 – Research Framework

Methods of conducting research

The population, in this study was 3016 teachers from Henan University in Henan Province.

The sample was 346 teachers at Henan University in Henan Province, which was determined by Krejci and Morgan's table (1970) and obtained by simple random sampling.

Research instruments

The instrument used in this research was a questionnaire which was conducted via WeChat. Created by the researcher from the research on transformational leadership and organizational culture at Henan University in Henan Province, divided into 3 parts as follows:

Parts 1: A questionnaire about the general information of the respondents.

Parts 2: A questionnaire instrument used for data collection was a five-point rating scale questionnaire was used to transformational leadership in four aspects: (1) Individualized Consideration; (2) Intellectual Stimulation; (3) Inspirational Motivation; (4) Idealized Influence.

The questionnaire was defined as a rating, the scores were divided into 5-point Rating scales (Likert, 1970) as from.

5 mean there was the highest level of practice.

4 mean there was the high level of practice.

3 mean there was the high level of practice.

2 mean there was the low level of practice.

1 mean there was the lowest level of practice.

Part 3: A questionnaire instrument used for data collection was a five-point rating scale questionnaire, which was used to organizational culture in four aspects: (1) Involvement, (2) Mission, (3) Adaptability, (4) Consistency. The questionnaire is defined as a rating, the scores were divided into 5 point rating scales (Likert, 1970) as from.

5 mean there was the highest level of practice.

4 mean there was the high level of practice.

3 mean there was the high level of practice.

2 mean there was the low level of practice.

1 mean there was the lowest level of practice.

Data analysis

The research title "Relationship between transformational leadership and oorganizational culture at Henan University in Henan Province", the related research of the literature review was studied. The objectives are: (1) To study the level of transformational leadership at Henan University in Henan Province. (2) To study the level of organizational culture at Henan University in Henan Province. And (3) To study relationship between transformational leadership and oorganizational culture at Henan University

in Henan Province. The research method was survey research. The researcher presented the results of the data analysis in the following order

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

Data analysis results

Table 1 General information of the respondents:

General Information	Frequency	Percentage
1. Educational Level		
1.1 Bachelor's degree	158	44.4
1.2 Higher Bachelor's degree	185	55.6
Total	346	100
2. Work Experience		
2.1 < 10 years	196	58.6
2.2 ≥ 10 years	147	41.4
Total	346	100

From Table 1, it can be seen that the respondents with the highest level of education are graduate students, with 185 people accounting for 55.6%, followed by 158 people with bachelor's degrees, accounting for 44.4%. The 196 people with 15 years or less of work experience, accounting for 58.6%, and 147 people with more than 15 years, accounting for 41.4%.

Table 2: Shows mean, Standard Deviation and level transformational leadership under Henan

University in Henan Province.

(n=346)

No.	Transformational Leadership	$\bar{X}$	S.D.	Level
1	Individualized Consideration	3.58	0.698	High
2	Intellectual Stimulation	3.50	0.808	High
3	Inspirational Motivation	3.54	0.661	High
4	Idealized Influence	3.51	0.633	High
	overall	3.54	0.345	High

From Table 2: It was found that transformational leadership at the perception of teachers under Henan University in Henan Province was overall and in each aspect was at a high level ($\bar{X} = 3.54$) when

considering each aspect, Individualized Consideration was the highest mean ($\bar{X}$ =3.58). Follow by Inspirational Motivation ($\bar{X}$ =3.54) and Intellectual Stimulation was lowest mean ($\bar{X}$ =3.50).

Table 3: Shows mean, Standard Deviation and level organizational culture under Henan University in Henan Province. (n=346)

No.	Organizational Culture	$\bar{X}$	S.D	Level
1	Involvement	3.50	0.776	High
2	Mission	3.55	0.596	High
3	Adaptability	3.53	0.738	High
4	Consistency	3.54	0.707	High
	overall	3.53	0.350	High

In Table3: It was found that organizational culture at the perception of teachers under Henan University in Henan Province was overall and in each aspect was at a high level ($\bar{X}$ =3.53) when considering each aspect, Mission was the highest mean ($\bar{X}$ =3.55). Follow by Consistency ($\bar{X}$ =3.54) and Involvement was lowest mean ($\bar{X}$ =3.50).

Table 4: Show the results analyze correlation between transformational leadership and organizational culture at Henan University in Henan Province. (n=346)

X&Y	X ₁	X ₂	X ₃	X ₄	X	Y
Y ₁	.223**	.261**	.205**	.324**	.445**	.334**
Y ₂	.066	.061	.144	.342**	.484**	.177*
Y ₃	.338**	.305**	.350**	.320**	.321**	.573**
Y ₄	.228**	.161*	.254**	.255**	.311**	.469**
X	.630**	.524**	.640**	.599**	1	.584**
Y	.400**	.351**	.429**	.493**	.517**	1

**Statistical significance level at the.01 level

*Statistical significance level at the 0.05 level

Discussion

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

1. The level of transformational leadership at Henan University in Henan Province. The transformational leadership level at Henan University in Henan Province is generally at a relatively high level. Overall, it was found that Challenge the process, Individualized Consideration, and Intellectual Stimulation are all at a high level. The high level is Inspirational Motivation and Idealized Influence. Because the high-level challenge process and motivating

others to take action demonstrate the success of the school's administrators leadership in encouraging employees to be proactive and innovative. In addition, a high level of encouragement and intrinsic motivation also implies that the leadership performs well in cultivating employees self motivation and self motivation. However, setting an example and inspiring a shared vision at a high level may mean there is still room for improvement, and leadership can further focus on efforts to shape examples and a shared vision, in order to stimulate higher employee engagement and cohesion. Consistent with Chen Min(2008)research teacher often view leaders as role models and role models for action. Only by convincing the faculty and staff can administrators personnel work together to strive together. As administrators leaders, their position and power also require them to have a higher ideological level and professional ethics than ordinary teachers, students, and employees, consistent with Xu Sulan (2022) research that active administrators leadership is the primary Significant other to promote the career development of administrators; For active transformational leadership that can play an important role in promoting administrators personnel, both commonalities and differences coexist.

2. The level of organization culture at Henan University in Henan Province. The overall organizational culture level at Henan University in Henan Province is at a relatively high level. Overall, it was found that the four aspects of Involvement, Mission, Adaptability, and Consistency are all at a high level. The high level is appreciated and supported. Because the Henan University has achieved significant results in establishing a clear organizational structure, setting high standards, and clarifying responsibilities and commitments, employees may feel strong support and active participation in these areas. In addition, at Henan University has demonstrated a certain level of encouraging mutual appreciation and support among employees, as well as engaging in active discussions. Despite the high performance in these areas, it still demonstrates a certain level of effort by leaders in promoting positive interaction and cooperation among employees, consistent with Petteril research (2010) the effect of senior management on organizational culture perception should not be underestimated. Therefore, involve senior management, and let employees feel that they are also valued and supported by them. This can be done by arranging meetings, in which employees from lower hierarchical levels get in touch with senior management. It is crucial that management knows what is going on the work floor. If management wants their support to be appreciated, it is indispensable that they know what is valued. Therefore, as a manager, make free sometime every week to chat with your subordinates. Does this in a structure way, but try to avoid these chats seem planned? To make these chats most effective, employees should have the idea that it is just an informal conversation. The extent to which organizational members appreciate their organizational culture depends strongly on the ability of management to provide the necessary management support for its subordinates. Keep this in mind when assigning persons to managerial positions. A specialist on a certain field does not have to be a good people manager. State of employee engagement leads to discretionary effort.

Therefore, introduce actions that challenge engaged people to do extra work besides their normal activities. Employee engagement can be best stimulated by increasing organizational culture perception of responsibility. Thus, giving employees the authority, information, and resources to do their jobs effectively, will be most effective for improving employee engagement.

3. The relationship between administrators leadership and organization culture at Henan University in Henan Province. The transformational leadership with organization culture at Henan University in Henan Province was positively correlated, had high level. This means transformational leadership that the way and behavior may to some extent affect the internal culture of the organization. Because the way, attitude, and behavior of administrators leadership may have an impact on the internal culture of the organization. For example, the positive motivation and support of administrators leaders may promote a positive organizational culture, while the lack of leadership participation and support may affect the quality of the culture. Consistent with Kelley (2005) conducted by the Department of Education Management and Leadership at the University of Nevada on the relationship between leadership and the school property environment showed that school leaders need to be aware of the needs of these teachers and educators, including the need to provide them with expression, be able to fully express their views, and express their vision in an empowering manner, Guide them to create a positive culture in school in a creative way. Consistent with Wang Lei, Huang Fan & Feng Xiaoying (2013) Research has shown that principal leadership is an important factor in promoting organization culture, which may be because the behavior of leaders itself contains organizational elements, such as meeting the high-level needs of subordinates, stimulating subordinates to challenge difficulties and surpass their potential, all of which reflect an open spirit; Another possible explanation is that the guidance of school culture is one of the main contents of the principal's leadership process, and the two are inherently connected. If we view the organization culture of a school as a tangible manifestation of school culture, then the leadership behavior of the principal is precisely one of the driving forces and sources for the formation and development of a specific school culture.

Recommendations of research

1. Individualized Consideration: It is recommended that leaders continue to lead by example and actively practice the core values and expectations of the organization. By maintaining high standards of professional ethics, honest and trustworthy behavior, and actively participating and caring for employees, leaders can further consolidate their influence and encourage employees to imitate excellent leadership behavior.

2. Intellectual Stimulation: Encourage leaders to continue to inspire common goals and visions within the organization. Leaders can clearly convey the organization's vision and strategies for achieving it by telling exciting stories. Through active communication and interaction, leaders can integrate their vision into organizational culture, inspiring resonance and engagement among employees.

3. Inspirational Motivation: Encourage leaders to continue encouraging innovation and continuous improvement. Provide opportunities for employees to try new methods, encourage them to come up with new ideas, and provide support for failure. Leaders can set clear goals, encourage teams to challenge tradition, and constantly seek ways to improve efficiency and quality.

4. Idealized Influence: Emphasize the role of leaders in cultivating teamwork and supporting employees. Encourage leaders to empower employees with more autonomy and responsibility, and establish trusted team relationships. By providing training, development, and support, leaders can help employees fully realize their potential and improve job performance.

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