

**STRATEGIC LEADERSHIP OF ADMINISTRATORS
IN BODA COLLEGE OF JILIN NORMAL
UNIVERSITY UNDER**

JILIN PROVINCE

Master of Education

Leadership in Educational Administration

Faculty of Education, Bangkokthonburi University

ABSTRACT

The objectives of this research were: (1) to study the level of strategic leadership of administrators in Boda College of Jilin Normal University under Jilin Province; and (2) to compare teacher's perceptions of strategic leadership of administrators in Boda College of Jilin Normal University under Jilin Province classified by work experience and educational level.

The research methodology was survey research. The population consisted of 210 teachers in Boda College of Jilin Normal University under Jilin Province, the People's Republic of China. The sample consisted of 136 teachers. 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.

The research results showed that; (1) strategic leadership of administrators in Boda College of Jilin Normal University under Jilin Province, overall and in each aspect was at a moderate level; (2) comparison of strategic leadership of administrators in Boda College of Jilin Normal University under Jilin Province, classified by work experience and educational level, overall and in each aspect were not different.

Keywords: Strategic Leadership, Administrators, Boda College of Jilin Normal University, Jilin Province

INTRODUCTION

Taking Boda College, Jilin Normal University, Jilin Province as an example, as a private undergraduate college, Boda College faces many challenges in its development. How to improve teaching quality, attract outstanding teachers and students, and expand social cooperation under limited resources are key issues in school development. These problems require school administrators to have excellent strategic leadership, formulate scientific strategic plans, integrate internal and external resources, and promote the sustainable development of the school. Through the study of the strategic leadership of administrative personnel of Boda College, we will deeply analyze the current status, problems and influencing factors of the strategic leadership of administrative personnel of the school, and propose targeted improvement strategies to provide reference for school administrative personnel to improve their strategic leadership and help the school formulate a scientific development strategy, optimize resource allocation and improve the quality and competitiveness of school management.

It is also hoped that this research results provide reference for the improvement of strategic leadership of administrative personnel of other private undergraduate universities, provide theoretical support and practical experience for their cultivation and development, promote the improvement of the overall quality of administrative personnel of private undergraduate universities, promote the healthy development of private undergraduate universities, and promote the healthy development of private undergraduate universities. The benign interaction between private undergraduate universities and social and economic development. Administrators with outstanding strategic leadership can enable private undergraduate universities to better adapt to the needs of social and economic development, cultivate talents that meet market needs, strengthen cooperation with enterprises and society, provide intellectual support and

talent guarantee for social and economic development, and promote private sectors. The benign interaction between undergraduate universities and socio-economic development.

Research Objectives

1 To study the level of Strategic Leadership of Administrators in Jilin Normal University Boda College under Jilin Province.

2 To compare teacher's perceptions of Strategic Leadership of Administrators in Jilin Normal University Boda College under Jilin Province classified by work experience and educational level .

Conceptual Framework

In this research, the researchers the concepts of Strategic Leadership of Henry Mintzberg (1998) . Define a conceptual framework for the Strategic Leadership of the administrators in Jilin Normal University Boda College under Jilin Province, as shown in Figure 1:

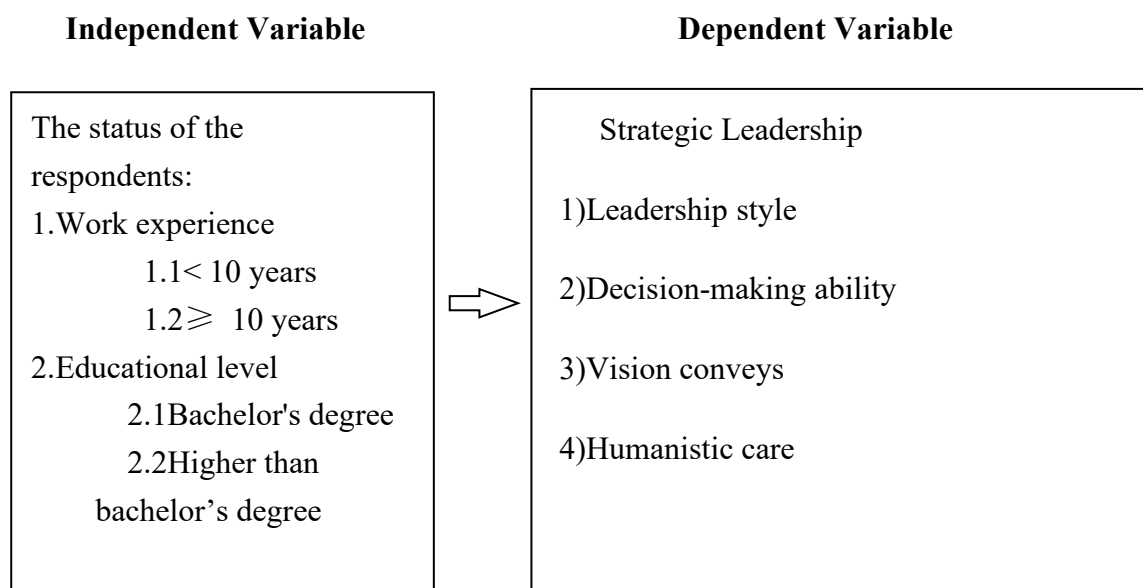


Figure 1 – Conceptual Framework

Methods of conducting research

Population: The population were teachers' Jilin Normal University Boda College under Jilin Province in year 2025 consisted of 210 teachers.

Sample: The sample consisted of 136 teachers' Jilin Normal University Boda College under Jilin Province the sample size is determined by the table of Krejcie & Morgan's table (1970) and was obtained by simple random sampling.

Research instruments

The instrument used in this study was a questionnaire. This questionnaire is divided into three parts as follows:

Part 1: Questionnaire about the general information of the respondents.

Part 2: The questionnaire the Strategic Leadership of adminsteators in Jilin Normal University Boda College under Jilin Province consists of five aspects: 1) Leadership style;2)Decision-making ability;3)Vision conveys;4)Humanistic care.

Data analysis

This research title was strategic leadership of administrators in Boda College of Jilin Normal University under Jilin Province.The objectives:(1)To study the level of Strategic Leadership of Administrators in Boda College of Jilin Normal University under Jilin Province; and (2) To compare teacher's perceptions of Strategic Leadership of Administrators in Boda College of Jilin Normal University under Jilin Province classified by work experience and educational level .

Data analysis results

Table 1 General information of the respondents:

(n=136)

General Information	Frequency	Percentage
1. Work experience		
1.1 < 10 years	30	22.06
1.2 \geq 10 years	106	77.94
Total	136	100
2..Educational Level		
2.1 Bachelor's degree	38	27.94
2.2 Higher than bachelor's degree	98	72.06
Total	136	100

Table 1 was found that the teachers at Boda College of Jilin Normal University under Jilin Province had the respondents had 106 people representing 77.94%. have \geq 10 years of work experience, and representing 72.06 %. For Higher than bachelor's degree 106 people.

Table 2 Show the Mean, Standard Deviation, and level of the Strategic leadership of administrators in Boda College of Jilin Normal University under Jilin Province, overall and in each aspect:

(n=136)

No.	Strategic Leadership of Administrators	\bar{X}	S.D.	Level
1	Leadership style	3.10	0.70	Moderate
2	Decision-making ability	3.10	0.59	Moderate
3	Vision conveys	3.05	0.57	Moderate
4	Humanistic care	3.19	0.68	Moderate
Total		3.11	0.55	Moderate

Table 2 was found that the strategic leadership of administrators of Jilin Normal University under Jilin Province: overall and in each aspect at a moderate level ($\bar{X} = 3.11$). Considering and in each aspect, it was found that all aspects were at a moderate level. Humanistic care had the highest mean ($X = 3.19$), followed by leadership style, decision-making ability ($X = 3.10$), and vision conveys had the lowest mean ($X = 3.05$).

Table 3 Comparison of strategic leadership of administrators Jilin Normal University Boda College under Jilin Province, classified by Work Experience, overall aspect:

(n=136)

Strategic Leadership of Adminstrators	Educational level				t	Sig.
	Bachelor's degree		Higher than Bachelor's degree			
	\bar{x}	S.D.	\bar{x}	S.D.		
Leadership Style	3.04	0.63	3.12	0.73	-0.54	0.593
Decision-Making Ability	3.13	0.52	3.09	0.62	0.31	0.756
Vision Conveys	3.09	0.55	3.04	0.58	0.43	0.667
Humanistic Care	3.11	0.73	3.21	0.66	-0.81	0.421
Total	3.09	0.54	3.12	0.55	-0.23	0.822

Table 3 was found that was found that, teacher with different educational levels came to recognize the strategic leadership of administrators Jilin Normal University Boda College under Jilin Province, classified by educational level, overall was not different.

Table 4 Comparison of strategic leadership of administrators Jilin Normal University Boda College under Jilin Province, classified by Work Experience, overall aspect:

(n=136)

Strategic Leadership of Administrators	Work Experience				t	Sig.
	< 10 years		≥ 10 years			
	\bar{x}	S.D.	\bar{x}	S.D.		
Leadership Style	3.25	0.72	3.05	0.69	1.37	0.172
Decision-Making Ability	3.06	0.64	3.11	0.58	-0.43	0.672
Vision Conveys	3.16	0.62	3.03	0.55	1.11	0.268
Humanistic Care	3.34	0.69	3.14	0.67	1.41	0.160
Total	3.20	0.60	3.08	0.53	1.05	0.295

Table 4: was found that, teacher with different Work Experience came to recognize the strategic leadership of administrators Jilin Normal University Boda College under Jilin Province, classified by educational level, overall was not different .

Discussion

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

1. Discussion about major findings of objective 1

1) Leadership Style

According to Tables , the overall mean score for leadership style, indicating a moderate level. Among these, “Encouraging teachers to participate in major decision-making” while “Promoting colleague collaboration” scored the lowest, suggesting some variation in staff perceptions of leadership behavior. This moderate overall performance aligns with the observations of Al-Husseini and Elbeltagi (2016) regarding organizations transitioning from authoritarian to reciprocal leadership, showing that although Jilin Normal University Boda College has some foundation in institutionalizing empowerment and collaboration, it has not yet been fully consolidated. Existing studies have shown that transformational leadership in higher education contexts can enhance teachers’ intrinsic motivation through vision inspiration and individualized consideration, thereby solidifying collaboration and organizational

citizenship behaviors as norms—provided there is both institutional and cultural support.

2) Decision-Making Ability

According to Tables, the overall mean score for decision-making ability is within the moderate range, with six item. Among these, “Consistently adopting teachers’ opinions” and “Resolving conflicts through decision-making” for the highest. “Basing decisions on data evidence” and “Transparent communication” were in the mid-range. This pattern indicates that the administrators of Jilin Normal University Boda College perform relatively well in Mintzberg’s roles of entrepreneur and disturbance handler but still have room to improve process capabilities in resource allocation and timing.

3) Vision Conveys

According to the statistics in Tables, the overall score for Vision Communication. The item “I can clearly understand the school’s long-term goals and strategic direction” has the highest, while “Inspiring faculty to work toward a shared vision” has the lowest score. Additionally, the item “Action aligns with vision”, showing a lack of strong consensus; indicating noticeable differences in teacher perceptions of this dimension. This result suggests that although the administrators at Jilin Normal University Boda College are able to fulfill the basic task of "informing" in Mintzberg's role as the "disseminator and spokesperson," the vision has not yet been effectively transformed into perceivable incentives or clear action paths, resulting in a gap between "knowing the direction" and "willing to go together."

4) Humanistic Care

According to Tables, the overall score for Humanistic Care is the highest among the four dimensions, with “Actively listening and responding to individual and professional needs” scoring the highest, indicating that in some contexts, the experience of care is significant, while in others, it is not consistently perceived. The item “Being respected and treated with dignity”, indicating a moderately high level, while “Concern for physical and mental well-being and professional growth” scores the lowest, which is at the middle level. This "high peaks but unstable foundation" structure shows that

the administrators at Jilin Normal University Boda College have a certain level of emotional labor ability in Mintzberg's roles of leader and liaison, but have yet to institutionalize individualized care or transform relational warmth into sustainable resources and opportunities.

2. Discussion about major findings of objective 2

The comparative analysis results from the level of strategic leadership of administrators of Jilin Normal University under Jilin Province, classified by work experience and educational level.

1) Administrators with different work experience came to recognize the strategic leadership of administrators of Jilin Normal University under Jilin Province, classified by educational level overall was not different. This phenomenon is largely due to the institutionalized operation of mentoring systems, incentive mechanisms, and career development channels within the college, which continuously diminish the perceptual differences caused by work experience.

2) Administrators with different educational level came to recognize the strategic leadership of administrators of Jilin Normal University under Jilin Province, classified by educational level overall was not different. When the college strengthens the coupling of role division, coordination, and supervision mechanisms with strategic intentions at the structural level, the impact of individual educational levels on leadership perception is often overridden by organizational rules and processes.

Recommendations of research

1) Strengthen collaboration and empowerment:

Promote employee collaboration and encourage teachers to participate in decision-making. A "cross-departmental collaboration workshop" can be carried out regularly to allow teachers to lead project planning and administrative cooperation and support.

2) Flexible adaptation and guidance:

Management methods are adapted to different scenarios and needs, with clear guidance + autonomous space. Managers can establish a "management style toolbox", focus on clear guidance in the face of novice teachers, and give senior teachers more

independent decision-making power; collect feedback on teachers' needs every month, and dynamically adjust management methods, such as using anonymous questionnaire to ask teachers to choose "How hope managers can support current work."

2. Decision - making ability

Data and transparency:

Build a "campus decision-making data platform", visualize data such as student performance analysis, faculty and staff satisfaction, publicize data reports before decision-making, and use a "decision manual" after decision-making, including data basis, process, and influence, and publish it to all teachers, such as teacher evaluation and appointment decisions, and simultaneously disclose data weights and calculations in dimensions such as teaching, scientific research, and teacher ethics.

3. Vision conveys

1) Communication and understanding:

Communicate the vision to stakeholders, clearly understand the long-term goals, produce a "Campus Vision Manual (Teacher Edition)", use cases and stories to tell the school's mission, such as "How to achieve 'whole-person education' through curriculum reform", hold a "Vision Consensus Meeting" every year and at the end of the year.

2) Participation and motivation:

Inspire teachers and students to work hard towards their vision and create opportunities to contribute their vision, carry out "Vision Co-creation Plan", and let teachers design small projects in groups "How to promote the implementation of vision in one year", and the school provides small funding support.

References

- Aarons, G. A., Ehrhart, M. G., Farahnak, L. R., & Hurlburt, M. S. (2015). comparison academics in UK universities. *Journal of Knowledge Management*,17(1),123-136.

Adobor, H., Darbi, W. P. K., & Damoah, O. B. O. (2021). Strategy in the era of “swans”: The role of strategic leadership under uncertainty and unpredictability. *Journal of Strategy and Management*.

Advanced English Dictionary: *English-English ·English-Chinese dual explanations* [M]. Fifth edition.

Al-Husseini, S., & Elbeltagi, I.(2016). *Transformational leadership and innovation: a*
Aman, M., Nadeak, M., & Siahaan, M.(2020). *The Effect of Transformational and*
the International and Comparative Education Commons Recommended

Andrews, S. M. (2023). Strategic leadership, change and growth in not-for-profit, membership-based, value-driven organisations. *Journal of Organizational Change Management*, 36(4), 517-540.