

## The Executive's Transformational Leadership Affecting the Management Effectiveness of Local Government Organizations in SamutSakhon Province

Phukit Yonchayawong<sup>1</sup>, Pon Putthanukorn<sup>2</sup>, and Sanya Kenaphoom<sup>3\*</sup>

<sup>1,2</sup>Faculty of Arts and Sciences, Southeast Asia University, Bangkok, Thailand

<sup>3\*</sup>Rajabhat Mahasarakham University, Thailand

<sup>3\*</sup>Corresponding Author E-mail: zumsa\_17@hotmail.com

### ABSTRACT

*The successful management of an organization depends on several factors, however, one of which is of great importance is "executive leadership". This will influence others to persuade others to show their strength to drive the mission strongly. Therefore, the purpose of this research is to 1) explore the Executive's Transformational Leadership of Local government organization. 2) Analyze the administration effectiveness of local government organizations. 3) analyze the relationship between the Executive's Transformational Leadership and the administration effectiveness of local government organizations. 4) Analyze the Executive's Transformational Leadership on the effectiveness of the local administrative organization. This research was held at SamutSakhon Province. The sample was 400 people including the civil servants, the government employees, and permanent employees of local government organizations in SamutSakhon Province, and using the sample by systematic random sampling. The data were analyzed using descriptive statistics such as percentage, frequency, mean, and standard deviation, Pearson product-moment correlation, and stepwise multiple regression analysis.*

*The results of the research found that 1) the Executive's Transformational Leadership, the local government organization, was overall at a high level in all areas. 2) The overall effectiveness of the local administration organization was at a high level. 3) The transformational leadership was positively correlated with a statistically significant level of effectiveness in local governance administration at a level of 0.01. 4) The Executive's Transformational Leadership had a statistically significant effect on local administrative organization effectiveness at the level of 0.01. In addition, the results of this study indicate that the Executive's Transformational Leadership is essential to the effectiveness of local administrative organizations. Therefore, for the administration of local government organizations to achieve the specified goals, change leadership should be developed for local administrative organization administrators at all levels to have the potential to work until the performance of the government is achieved. To be excellent leads to higher management effectiveness.*

**Keywords:** Transformational Leadership, Effectiveness, Local Government Organization

### INTRODUCTION

In today's digital world, it is an age where citizens of the world have to be awake and aware of the changing dynamics of the world in various fields, including social, economic, cultural, environmental, and political. These conditions result in the need for organizational management to adapt to the global situation and the general environment of the organization. This is to enable the organization to meet the expectations and needs of the growing population, as well as to prepare the organization and its personnel to cope with the rapidly changing conditions in various dimensions for the survival of the organization. For local government organizations in Thailand, too, it needs to be adjusted to be able to manage the organization for the better, as the local governing body is considered an important organization that has a wide variety of duties in thinking, creating, and serving a wide variety of public services. It is also responsible for determining measures, methods to prevent and resolve local problems in a good and fast manner, which must be managed following the legal framework and following local laws, which have an important goal to develop the local to strengthen that they can be self-reliant and use limited local resources for the best benefit and fairness to the people of all local sectors. Local administrators at various levels are the key to driving various activities in achieving the set goals of the organization. Therefore, the administrators of the local government organization must always learn management concepts and develop themselves in knowledge, competence, and administrative skills to be constantly improving. It is especially important to strengthen transformational leadership and make every effort to prepare the organization for change. It is also an important force in driving the organization to move forward steadily and ready to face problems, obstacles, and challenges in various forms as well. However, the things that need to be developed in parallel with the management are People who need to foster continuous learning

to have positive values and attitudes. This will benefit the acceptance and cooperation with the local government organization in the administration of public works, and able to meet the expectations and needs of the people concretely, and resulting in higher positive results for the people and the local area (Bass & Riggio, 2006). If local organization administrators at different levels have transformational leadership, they can manage the organization so well that they can create value for the local and society, including encouraging subordinates to develop good working behavior, dare to make decisions, dare to think of new things to create innovations or new ways of working and try to fully utilize their potential (Mayer, Davis and Schoorman, 1995). Indicators for achieving organizational goals may be determined by the degree of public satisfaction with the provision of public services in areas such as education, culture and tradition, health services, disaster prevention, and good public utilities in various fields, etc.

From the aforementioned problematic conditions, the researcher is interested in studying the Executive's Transformational Leadership that affects the effectiveness of local administrative organizations, by studying SamutSakhon Province, Thailand, which is considered a metropolitan city near Bangkok and is an industrial city that has a high impact on the quality of life of the people. This is to obtain information for use in planning, development, and improvement of the leadership of local administrative organization administrators in SamutSakhon Province, able to manage the local government organization with the highest efficiency and effectiveness. The researcher posed the following research questions: The Executive's Transformational Leadership is the local government organization. What is the effectiveness of local administration? Transformational leadership is related to the effectiveness of local administration or not. How does transformational leadership affect the effectiveness of local administration?

### **RESEARCH OBJECTIVES**

1. To explore the Executive's Transformational Leadership, a local government organization.
2. To analyze the administration effectiveness of local government organizations
3. To analyze the relationship between transformational leadership and local administrative organization effectiveness.
4. To analyze the transformational leadership that affects the administrative effectiveness of the local government organization.

### **RESEARCH HYPOTHESIS**

Transformational leadership is related to the effectiveness of local government, and Transformational leadership had a statistically significant effect on the effectiveness of local government administration at the level of 0.05.

### **RESEARCH METHODOLOGY**

Examples used in the study were civil servants, government employees, and permanent employees, from the local government organization in SamutSakhon Province amount 38 places. Set the sample size according to the finished table of Krejcie and Morgan (1970) is 400 persons (Total population 4,894 people), the sampling by local administrative organization proportioning method, and coincidental method (SamutSakhon Local Office, 2019).

The research tool was a questionnaire in which the researcher created a questionnaire based on the study of documents, ideas, theories, and research of both domestic and international scholars related to transformational leadership. After that, the questionnaire was created and the Content Validity was examined by 5 experts, to determine the consistency of the question to the operational definition. In addition to examining the language usage of the questionnaire, then, revising the question according to the expert's recommendation and selecting the question with the IOC: Index of Congruence between 0.60 - 1.00. After that, the questionnaire was used to try out 30 persons under the local administrative organization in SamutSakhon Province. Reliability was determined using Conbrach's alpha coefficient ( $\alpha$ ) method, the result was 0.95.

Statistics used in data analysis: (1) The respondents' personal factors were analyzed using descriptive statistics, frequency, and percentage. (2) Analyze the relationship between the Executive's Transformational Leadership and the local governing body with Pearson's product-moment correlation coefficient. (3) Analyze the Executive's Transformational Leadership effect on local administrative organization management using stepwise multiple regression analysis.

## RESULTS

### 1. The Executive's Transformational Leadership local government organization, as shown in Table 1

**Table 1:**Overall of The Executive's Transformational Leadership, the local government organization

No.	Transformational leadership	Mean	S.D.	Meaning
1	Idealized Influence	3.80	0.36	High
2	Inspiration Motivation	3.23	0.50	Moderate
3	Intellectual Stimulation	3.51	0.39	High
4	Individual Consideration	3.48	0.35	Moderate
	Total	3.50	0.25	High

From Table 1, it was found that the Executive's Transformational Leadership, the local government organization overall, was at a high level. (mean= 3.50, S.D. 0.25), when considered individually by ranking mean from highest to lowest; the Idealized Influence (mean = 3.80, S.D. 0.36), the Intellectual Stimulation (mean = 3.51, S.D.=0.39), the Individual Consideration (mean = 3.80, S.D.=0.35), and the Inspiration Motivation (mean =3.23,S.D.=0.50)respectively.

### 2.Effectiveness of local administrative organizations, can be shown in Table 2 as follows.

**Table 2:**Overall Effectiveness levels of local administrative organizations

No.	Effectiveness of local administration	Mean	S.D.	Meaning
1	Strategic effectiveness	3.85	0.49	High
2	Service quality	3.95	0.49	High
3	Performance efficiency	3.93	0.46	High
4	Organization development	3.93	0.50	High
	Total	3.91	0.45	High

From Table 2, it was found that the overall effectiveness of local administrative organizations was at a high level (mean=3.91, S.D.=0.45) when considered individually by ranking mean from highest to lowest; Service quality(Mean=3.95, S.D.=0.49), Performance efficiency (Mean=3.93, S.D.=0.46), Organization development(Mean=3.93, S.D.=0.50), Strategic effectiveness(Mean=3.85, S.D.=0.49) respectively.

### 3. The relationship between the Executive's Transformational Leadership and the effectiveness of local administrative organizations, as shown in Table 3:

**Table 3:** Analysis of the relationship between the Executive's Transformational Leadership and the effectiveness of the local administrative organization.

The Executive's Transformational Leadership	Effectiveness of local administration		
	Pearson Correlation(r)	p-Value	Direction and level of relationship
Idealized Influence	0.809	0.000	The high positive
Inspiration Motivation	0.692	0.000	Moderately positive
Intellectual Stimulation	0.594	0.000	Moderately positive
Individual Consideration	0.694	0.000	Moderately positive
the Executive's Transformational Leadership	0.846	0.000	The high positive

\*\* Has statistical significance at 0.01.

Table 3 found that the relationship between the Executive's Transformational Leadership and the effectiveness of local administrative organization management, overall and in each aspect, was found to have a statistically high positive correlation at the level 0.01.

### 4.Influence of the Executive's Transformational Leadership on the effectiveness of the local administrative organization by analyzing the stepwise multiple regression as shown in Table 4:

Table 4 shows the results of the analysis of predictive parameters influencing the forecasting of the Executive's Transformational Leadership on the effectiveness of the local administrative organization.

Forecast variables	B	Std.Error	$\beta$	t	Sig
Idealized Influence	0.291	0.154	0.142	4.742	0.000
Inspiration Motivation	0.231	0.041	0.228	2.499	0.000
Intellectual Stimulation	0.161	0.035	0.185	0.663	0.000
Individual Consideration	0.156	0.039	0.132	0.298	0.000

R<sup>2</sup>=0.724, Adjust R<sup>2</sup> =0.653, St. Error=0.221, Sig=0.000

\* Has statistical significance at the level of 0.01.

From Table 4, it was found that the Executive's Transformational Leadership of all four aspects influenced the effectiveness of local administrative organizations with statistically significant at the level of 0.01, all four variables were able to predict administrative effectiveness by 72.40 percent and the expected movement is  $\pm 0.221$ .

## DISCUSSION

From the research results on the Executive's Transformational Leadership affecting the effectiveness of the local administrative organization in SamutSakhon Province, the researcher, therefore, would like to discuss the results as follows:

1.the Executive's Transformational Leadership, the local government organization, found that overall, it was at a high level. This may be because (1) Today, local administrators at different levels have good educational backgrounds and work experience. (2) Each local governing body is required to develop an internal human resource development plan, which results in management opportunities for development in a variety of ways, such as training, seminars, tours, etc. As a result, the competency has been developed to be higher until it can create work results and can apply knowledge to be applied in the administration for better efficiency and effectiveness. (3) The use of transformational leadership to instill values and work attitudes of subordinates to co-establish policies, motivate and motivate members of the organization to have a higher ideology, morality, and ethics, Commitment to work for the good of the public, with a common goal of collaboration. (4) All personnel is happy at work, present problems, obstacles, and suggestions at work participate, and have opportunities to express their opinions. This was in line with the concept of transformational leadership based on the concept of Bernad M Bass (1999) It suggests that if leaders have high ideological influence, they can manage their emotions and ethics, inspire their work, build positive attitudes and thinking, stimulates the spirit of the team to be more radiant, and responsible for stimulating the intellectual team to create new things. Importantly, leaders must consider individuality, recognize and consider individual needs and differences, communicate well with teams, and develop people to achieve their individual and collective goals. Consistent with the research of WilaiWatcharit and RungchutchadapornWahachat(2013)study the Executive's Transformational Leadership of Local administrative organization, Singhanakhon District, Songkhla Province found that the Executive's Transformational Leadershipas overall and each aspect are at a high level, and are consistent with the PhichaiRatanatilakanaBhuket study (2007)found that overall leadership of local government organization in the upper Northeast was at the highest level.

2.The effectiveness of local administrative organization was found that, overall, it was at a high level in all aspects, this may be because the personnel of the local government has developed their knowledge, abilities, and work skills to the next level. The local administrative organization's approach must include setting goals for work, establishing short- and long-term plans, as well as establishing clear operational indicators. In addition, there is also a system for monitoring and evaluating the plan performance, revising and revising relevant laws and regulations, setting guidelines, and establishing general standards for human resource management, finance, finance, budgeting, procurement, revenue collection, including the establishment of a monitoring system in the aforementioned matters. Public service management and education, development of information systems of local government organizations, providing opportunities for citizens to participate in management and monitoring operations. Therefore, from the reasons mentioned above, it resulted in the overall effectiveness of the local government organization in SamutSakhon Province.In line with the concept of PhukitYonchayawong (2018) who said the effectiveness of the administration of a local government organization depends on the leadership of the executives at various positions such as Mayor, Permanent Secretary, Division Director, etc.It is also consistent with the research results of the SupotBoonwises(2018) found that the level of effectiveness in

the administration of the sub-district administrative organization in Muang District, Chonburi Province, overall, was at a high level. And in line with the research of KriengkriyosPunthai (2009), it was found that the behavior of leaders can create a change in the culture of work in the organization that results in better organizational effectiveness, including organizational members who can adapt, train and improve their performance.

3. The relationship between transformational leadership of the executive and the effectiveness of local administrative organization was found to have a high positive relationship with statistically significant at the level of 0.01, which corresponds to the hypotheses. It showed that if the local administrative organization executives had good transformational leadership, it would have a good effect on the effectiveness of the local administration organization as well. Hence, administrators need to be developed and raised to a higher level of transformational leadership for the local administrative organization to increase accordingly.

In addition, the fact that transformational leadership is highly positively correlated with local administrative effectiveness may be due to the characteristics of transformational leaders that lead to the development of changing ideas and working styles. In particular, the role of the leader that encourages, supports, and promotes the development of subordinates to have higher competencies and work results that result in everyone responsible for their duties as well, and the development of work can be improved continuously. These have made the results effective to achieve the goals they have set. However, transformational leadership will make local governing leaders more readily available to cope with any change in the organizational environment, until being able to manage and drive activities within the organization with confidence to move forward to success with efficiency and effectiveness. This is consistent with the concept of Seers (1997: 46) that the organization will be highly effective depends on many factors such as good management and organizational ability, etc. and consistent with the concept of Keller (1985) It says that the use of their knowledge and abilities motivates subordinates to realize that all problems arise in the organization. This is a solvable challenge and a good opportunity to come up with solutions and solutions. Including it is consistent with the findings of Dionne and Yammarino (2003) found that teamwork is related to work efficiency, employee satisfaction, and the good communication and interaction of employees in the organization. And consistent with the study results of SommartSoonroca (2010) found that the Executive's Transformational Leadership had a direct impact on the effectiveness of the sub-district administration organization as a whole.

4. the Executive's Transformational Leadership effect on the effectiveness of the local administrative organization, found that the Executive's Transformational Leadership was able to predict the effectiveness of the overall local government to be statistically significant at the level of 0.01. This is consistent with the hypotheses set out. This is because executives have integrity and work ethics, avoiding competing for their own interests, ideas, methods, knowledge, and new technology in the administration. As well as demonstrating the determination to accomplish the task, which uses the principle of humanitarian management, open-minded to feedback and suggestions from your colleagues, making them feel willing, united, and proud when they work. Behave as credible, respectful, commendable, and devoted to colleagues and individuals; be knowledgeable and able to reassure coworkers to overcome problems and obstacles. Have vision, creativity, and pass it on to your peers. These results in an efficient and effective operation. It was in line with the concept of Fullan (2008) says that the process of change is driven by transformational leadership, whose key elements are: Moral goals, understanding change, building relationships, knowledge, and building unity in the framework of strong faith and hope. Consistent with Dessler's (1998) idea that if leaders can use influence to change the ideas and attitudes of the people in the organization and create a commitment to the mission, objectives, organizational strategy, then the organization will work more effectively. This is consistent with research by ThikampornChuldung (2007) It was found that one of the key factors affecting organizational performance was senior management leadership and strategic planning. PhraPhalakornSumangalo (Anupan) et al (2018) found that transformational leadership was one of the most important factors affecting the efficiency and effectiveness of local management. And AukkapongSukkamart et al (2017) found that good transformational leadership of the management would result in a positive effect on ideas and attitudes of subordinates or followers, which posit a positive effect on the quality of work of a higher group process.

## RECOMMENDATION

Suggestions based on research results

1. According to the research, local administrators should adhere to three important management principles: (1) Morality, performance, and competence, and must encourage employees to develop their own continuity and to draw out their potential, respect for humanity and the diversity of the people in Different aspects. Acting as a coach, mentoring, mentoring, encouraging subordinates to progress in their work, praising them for doing good, accepting and appreciating them when doing the job. Therefore, it is important to take care of his employees equally, not to choose the detention. Act as an example, adhere to virtue, ethics to create acceptance, trust and faith.

2. Local government organizations should set a clear pattern, method, and budget allocation for human resource development to promote and support local government personnel to develop in the direction required by the organization. Including attitudes, values, competencies and leadership desirable, until able to operate effectively and achieve the goals set by the local government.

3. Local administrators must strive and exert great patience to transform the organization and develop people to cope with the rapidly changing environment, which is essential to be a role model for their subordinates to build trust, acceptance, and there is an incentive to motivate, inspire the subordinates to strive to achieve the goals set.

4. The administrators of the local governing body must focus on personal development, especially the concept of work and the generation of leadership in different ways. This is to create good results and increase the level of performance in work, enhance oneself, build self-confidence and build recognition from others, which will advance your career path into a managerial position.

Suggestions for the next research: (1) The Executive's Transformational Leadership should be studied by local government organizations in other provinces for comparative study. (2) The Executive's Transformational Leadership should be studied by local government organizations using qualitative research methods to gain insights into analysis and synthesis as a model for good transformational leadership.

## References

1. Aukkapong Sukkamart et al. (2017). "THE 21st CENTURY OF SUSTAINABLE LEADERSHIP UNDER EDUCATION THAILAND 4.0 FRAMEWORK". *Journal of Industrial Education*, 16(2), 1-7.
2. Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (2nd ed.). Lawrence Erlbaum Associates Publishers.
3. Bass, B.M. (1999) Current developments in transformational leadership. *The Psychologist-Manager Journal*, 3, (1), 5-21.
4. Dessler, Gary. (1998). *Management: Leading people and organizations in the 21st ed. century*. New Jersey: Prentice-Hall International
5. Dionne, S.D. and Yammarino, F. J. (2003). Transformational Leadership and team Performance. *Journal of Organizational Change Management*, 17(2), 177-193
6. Evelyn Keller. 1985. "Dynamic Objectivity: Love, Power and Knowledge," p115-126. *Reflections on Gender and Science*. New Haven: Yale University Press.
7. Fullan, M. (2008). *The six secrets of change*. San Francisco: Jossey-Bass
8. Krejcie, R. V. & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607-610.
9. Kriengkriyos Punthai (2009). *The Influence of Leadership Behaviors, Organizational Culture and Human Resource Development on Employee Performance in State Enterprise*. S.D. octor of Public Administration: National Institute of Development Administration.
10. Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *The Academy of Management Review*, 20(3), 709-734
11. Phichai Ratanatilakana Bhuket. (2007) "Leadership and Practical Guidelines for Local Administrator under Changing Context". *Local development journal*, 2(1), 121- 148.

12. PhraPhalakornSumangalo (Anupan) et al (2018). "Local Leadership in The 21st Century". PraewaKalasin Journal of Kalasin University, 5 (1): 194-213.
13. PhukitYonchayawong. (2018). "Modern Performance Management Strategy" The 3rd Mekong-Chi-Mun Indigenous National Conference, Udon Thani Rajabhat University "Dismantling the border of knowledge: an interdisciplinary challenge in Mekong-Chi-Mun local development" 25-26 October 2018
14. SamutSakhon Local Office. (2019). General information of SamutSakhon Province. SamutSakhon: SamutSakhon Province Local Office.
15. SommartSoonroca (2010). Transformational Leadership affecting the effectiveness of educational administration in sub-district administration organization. Master of Education Thesis (Educational Administration): Silpakorn University.
16. Steers, R. M. (1997). Antecedents and Outcomes of Organizational Commitment. Administrative Science Quarterly, 22, pp. 46 - 56.
17. SupotBoonwises(2018). Public Policy and Planning. Bangkok: Department of Public Administration Burapha University.
18. Thikampornchuldung. ( 2007). "Measurement of Municipal Performance Achievement: A Comparative Study of Three Municipalities," Thai Journal of Public Administration". 5(4) 113-146.
19. WilaiWatcharit and RungchutchadapornWahachat (2013) . "The Executive's Transformational Leadership of Local Administrative Organization, Singhanakhon District, Songkhla Province" Walailak Procedia 2018; 2018(4): ss94