

# THE SYNTHESIS TRANSFORMATIONAL LEADERSHIP OF THE THAILAND PRIVATE UNIVERSITY PRESIDENT IN THE 21<sup>ST</sup> CENTURY

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## ABSTRACT

To emphasize the preparation for the transition of Thai universities in the 21st century, this research aims 1 to study the characteristics and behavior of transforming leaders Plots in each dimension of the President of the Private University of Thailand in the 21st century. 2. To synthesize characteristics and behaviors of transformational leaders in each dimension of the President of the Private University of Thailand in the 21st century. Research methods using in-depth interviews. Questionnaires were collected and group seminars to clarify the discussion of the results by dividing the data collection steps into 5 stages as follows: 1) Research papers, study theories and review literature to create interview points. 2). Interview with experts' group 1 to analyze the substance. Analyze various issues and build a questionnaire tool 3). Collect data from the exam answers. And the opinions of experts from the second group analyzed and synthesized. Summarize the results according to the issue 4). Discussion in a group of experts, group 3, the results of research studies should be to develop creativity in work and prepare for change into the future.

## Keywords:

transformational leadership, president, private university

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## Introduction

In the 21st century change to new world (Lavalley, Soong, & Cotrufo, 2020) "All the world" With digital technology to drive Called "The New Digital Age" ( Koc-Michalska, Lilleker, & Vedel, 2016) Or the globalization era Login Performance Attitude Way of life economy Daily life practice (Valentine, Holloway, & Jayne, 2010)

All parts of existence of change people Go very fast Affect the organization Administration and Performance (Moloney, & Rosenbloom, 2020) so Every organization must adjust Change the operating system (Pirooz S.R. Iravani & Tate, 2015) If it's too late Per change May cause "Stopping state" (Boateng, & Howley, 2020) Some organizations have to shut down or require huge investments.

To modernize Develop human potential Develop the skills (Zvereva, 2013) and knowledge necessary to use for the organization. (Meng, Hua, & Bian, 2020) With higher abilities as well

Current change. (Andreas, et al(2020) Some organizations have to shut down or require huge investments. To modernize Develop human potential Develop the skills and knowledge necessary to Using the organization has a high ability. (Hanaba, Voitiuk, & Goliardyk, 2020) Go up as well Current change he turbulent (Anja , John MacDuffie, Florian & Täube, (2015) flow Which is destroying the old traditions Traditional beliefs (Suddaby, & Jaskiewicz, 2020). The world is turning over and over Look to a new face with High technology advancement (Max, al et (2012)

Social connection that is transferring data (Kerschbaum, 2016) there is a network system all over the world. (Soldani, & Manzalini, 2015) Create a negative impact Such as environmental damage caused by increased production units. (Borin, & Krishnan, 2011) The social flow of awareness from one community to another. Without analysis (Pop Culture) A new economy with production, use of technology (AI) Replace

human labor Moving workers, etc. (Huang, Rust, & Maksimovic, 2019)

A new adaptation of the world It is important in human resources Therefore, living in the 21st century (Tanya & Chris, 2016) Must develop people, develop society Educational development. The educational system must develop a new learning model. The teaching and learning process must be established. (Linda et.al 2020) To be different from the past Build the skills of new social needs Invent, produce innovation (Prensky, 2014)

To be in line with social changes in all aspects Organization leaders must have a systematic leadership thinking (Waldman, Siegel Stahl, 2020) In studies conducted by the state Ready to handle the demands of Be a university citizen And become the professional in the 21st century (Cheng & Jane, 2020)

private business organizations education (Arif, & Ilyas, 2013), Management can independently develop conceptual systems. (Saad, Han, Poor, & Basar, 2012) And self-management Flexible Have academic freedom it affects the quality of education. In each institution to a single standard Equal to other countries one of the important factors for organizational management Private universities in Thailand (Aniefiok, Vongsinsirikul, Suwandee, & Jabutay, 2018)

The private business organization, (Mahamud. & Suksaskawin, 2020) so the President must be aware of what will affect the well-being of the organization. (Aithal, Shailashree, & Kumar, 2016) Many aspects need to be adjusted into various dimensions that affect the change in the culture of organizational administration. (Taras, Kirkman, & Steel, 2010)

Chancellor must have the qualifications Behavior, including competence And concept of management leadership Changes in administrative dimensions Of private universities in the transformation of the 21st century Is important, including the rector of private universities Must (Sirat, Ahmad, & Azman, 2012) create appropriate

leadership in organizational management And develop an educational society (Kamile, 2015)

From the background and the importance of the problem with Transformational leadership in the 21st century consists of the whole system of Thai social change. (Rijal, 2016) And affect the existence dimension Organization Performance Dimension The Chancellor needs to realize Administrative planning for changes in important dimensions to the development of private universities organization. (Thabit, & Younus, 2020)

In the 21st century, therefore researchers are interested in researching A synthesis of transformational leadership of the Chancellor of the Private University of Thailand in the 21st century (Buasuwan, 2018) necessary for the development of the transformational leadership organization in the institution. (Hechanova, & Cementina-Olpoc, 2013) The president of the university plays a role in creating behavioral leadership. (Dodge, Dwyer, Witzeman, Neylon, & Taylor, 2017) University administration towards the world in the modernization era properly connect vision, goals, burden of business in organizational management (Alhadid, & Qaddomi, 2016) Research objectives To study the characteristics and behavior of transformational leaders in important dimensions of the Chancellor of the Private University of Thailand in the 21st century. to synthesize Characteristics and Behavior of Transition Leaders in Each Dimension of the President of the Private University of Thailand in the 21st Century

### Literature review

Transformational leadership is the process that influences attitude change the hypothesis of the operator of the organization Engage creates change. Objective a key strategy of change is the influence of leaders on followers. The influence and empowerment can transform a follower into an organizational leader. (Georgilakis & Hatziargyriou, 2013) Inspirational (Inspirational Motivation: IM) is a dimension of the first element of change management, where inspiration

comes from leaders who have positive thoughts that can guide goals. Have vision communication skills Devote one's energy Leaders are inspired by the imagination of future success. Create incentives within Convert meaning from difficult to operational challenges. Stimulate team spirit within the organization(Lange, et al. 2020)

The theory of transformational leadership and exchange transformational leadership is as follows: 1. The "motivational-related" component in which organizational leaders have a positive attitude towards change events. Leaders have imagination Create a vision for the success of the

future. To convert meaning from difficult to something that can be executed to be successful 2. Elements involved "Stimulating wisdom to create different perspectives to solve problems", which is a different perspective to create new ideas in the way of managing change Do not stick to old knowledge and traditional approaches. 3. Elements related to "Individual development internship development" for inspiration. "Planting the side to pride" by the leaders has various methods that make the operator proud. And achieved cooperation in completing missions.

**Research related**

Parry KW. The New Leader (1999)	The New Leader: A Synthesis of Leadership Research in Australia and New Zealand.
.Khalifa MA, Gooden MA, Davis JE(2016)	Culturally Responsive School Leadership: A Synthesis of the Literature.
Michael-Chadwell S(2011)	Examining the Underrepresentation of Underserved Students in Gifted Programs from a Transformational Leadership Vantage Point.
Rock ML, Spooner F, Nagro,et al.(2016)	21st Century Change Drivers: Considerations for Constructing Transformative Models of Special Education Teacher Development.
Haron,,Hussin, Yusof, & Yusof, H. (2019).	Technology Enhanced Learning in 21 Century at Higher Learning Institution
Ayesha, T. (2012)	Interrelation Between Quality of Work Life Dimensions and Faculty Member Job Satisfactionin the Private University of Bangladesh

Culturally responsive school leadership (CRSL) has become important to research on culturally responsive education, reform, and social justice education. This comprehensive review provides a framework for the expanding body of literature that seeks to make not only teaching, but rather the entire school environment, responsive to the schooling needs of minoritized students

**Research Methodology**

How to acquire an expert for a research interview Researchers searched the lists of faculty members at universities, colleges, public and private educational institutions. Private administrative organization and contacted to meet for an interview another group of experts Is someone who has been recommended by someone who has interviewed And the researcher has contacted for interviews referring to the person who

recommended it. Which qualifies as a person to know Qualification specialist And future organizational management behavior By the principle of selecting experts Snowball Sampling (Baltar, & Brunet, 2012) expert consideration for interviews

The target population in the collection of questionnaires from experts in which the researcher has selected, mainly from knowing the clear definition of the population, 30 persons were collected. And conducting in-depth interviews for 9 persons, then a group seminar by taking into account the probability (sample random sampling) Conduct of documentary research Start by searching for information in various documents such as textbooks, books, journals, theses, articles, publications, information technology on the web (Internet) and related documents. To analyze the substance in writing, summarizing the present and future state of the change administration of the Chancellor of private universities in the 21st century in 4 important dimensions in a collective form. The researcher has set criteria for selecting documents with clear quality principles and clearly in the subject matter of the research question To create a semi-structured interview

Interview with skilled professionals And have the ability in university organization administration Administrators of other organizations, etc. that can provide information on qualifications. And organizational management behavior on issues Future trends. And the researcher has set the qualifications to be knowledgeable about the administration of public and private universities, as well as the administrators of various organizations involved in the change. To obtain information in drafting a leadership model

This research uses the Ethnographic Delphi Future Research (EDFR) method for applied future research. The data was collected from multiple sources, adding that the data obtained from the research was the most reliable and predictable. And comment on the most likely alternative trends. Therefore, the research method is divided into 3 rounds, a research design that combines

ethnographic futures research (EFR) techniques and the Delphi Future Research (DFR) method. 2 techniques together And the last step, group discussion (Focus Group), the results are summarized through consensus according to the criteria as answers to research objectives. Summary of research cycle

- Round 1, Ethnographic Future Research (EFR), 1st and 2nd time, 2nd time Delphi Future Research (DFR), 1st time and 2nd time, 3rd round, discussion group (Focus group). Frame the research phase

### Research findings

The transformational management leadership of the Chancellor of the Private University of Thailand in the 21st century consists of 4 important characteristics and behaviors.

1. Critical thinking and creativity The Chancellor should have the following key features and behaviors: 1.) Searching for information. Have clear, true and up-to-date information to solve problems 2.) Interaction Interaction with colleagues By listening to opinions with consciousness Not using their emotions as a location. 3.) Linking information. Can be interpreted correctly And link information for use in problem solving. 4.) Maturity. Is a methodical person Maturity in problem solving and decision making

2. Ability to use innovation and learning technology The President should have the characteristics and behavior of the following key areas: 1.) Vision. Able to plan strategies by using innovation and technology to operate and allow personnel to be exchanged and learned with internal and external personnel for their operations. 2.) Organizing a new structure Conduct organizational management with a clear, flexible system. 3.) Human development. Establish strategies for continuous personal development. Create confusion and encouragement for personnel Practitioners adhere to and encourage personnel to be creative in their mission and to support and develop personnel to be able to use technology and learn new

knowledge. organization Integration of personnel in all departments To work together and create a network of cooperation with external agencies To create technological innovation Exchange and learn between departments both internal and external. 5.) Meet the needs of workers Improve innovation and learning technology To serve both personnel and learners Effectively and thoroughly. 6.) Organizational atmosphere Listen to the opinions of colleagues And trust in the performance of colleagues and team members

3. Inspiration and Imagination The President should have the characteristics and behaviors of the following key areas: 1.) Building vision, future goals. Is a visionary Look at the distance and can analyze To plan feasible strategies for performance 2.) drive, inspiration and imagination Paradigm Empowerment and inspiration Let the personnel perform their work to achieve their goals efficiently. Can offer something And assign subordinates or associates to work independently and with responsibility

4. Collaboration and teamwork The Chancellor should have the characteristics and behavior in the following key areas: 1.) Clarity, establishing a working style agreement and appointing appropriate persons to take responsibility. 2.) Challenge to develop an organization or institution to have an outstanding reputation. Recruiting new generation of qualified personnel for performance 3.) Commitment to a clear policy. Be accepted Executives at all levels take part in the cooperation. Have appropriate budget and resources for the operation 4.) Feedback information The Chancellor has the ability to administer a team of selective information. Synthesis of information And use it in the assessment Edit the performance 5.) The complexity of the work. The Chancellor created a clear work system. Classification of work Prioritize before and after For the systematic performance of the team

### **Conclusion and Discussion**

1. Critical and Creative Thinking It is a dimension of ability to analyze issues, evaluate options for a

systematic resolution. The process of judging the problem It is a decision-making skill that creates operational value. Good leaders must foster and emphasize thinking skills that are valuable to their performance responsibilities. Researching the future skills of the 21st century (Utami, Siahaan, & Setiawan, 2018) found that analytical and constructive skills Is good communication skills and cooperation in

#### **5.1 From the synthesis of the characteristics and behavior of the change leaders of the rector in the following areas:**

1.) From the finding of information Having clear, true and up-to-date information to solve the problem, the university president has to analyze the problem. Use knowledge of information Evaluate the value of the data Analyze communications to lead belief and take action decisions. (Ennis, 2013.) Finding the information of leaders must find reasons, gather evidence. Support is summarized as a principle. It's a solution that can solve the problem.

2.) From the findings of interaction for critical thinking and creativity By listening to opinions with consciousness They do not use their emotions as a stand Said that consciousness is an expression of the role or behavior of that person, so the President must show a consciousness of good interaction with colleagues. Not showing emotions To show understanding Recognize the problem, values, good personality

3.) From the linking findings Can be interpreted correctly And link information for use in problem solving The data obtained must be assessable in all dimensions. Reflect the arguments in a concrete way And provide meaningful connection patterns to create knowledge and use them (Michael Fullan and Geoff Scott, 2014)

4.) From the findings of maturity Is a methodical person Maturity in problem solving and decision making Making decisions is the main activity of all leaders (mahamud). Explain that in the 21st century, leaders must think fast. Dare to make decisions based on accuracy

### 5.2 The ability to use innovation and learning technology

Is what causes a positive effect when performing work. Able to solve problems, reduce labor burdens, time (Vinit, & Daniel, 2015) Leaders should take advantage of innovation and institutional learning technology. That is, the institution is committed and creates innovation, both personal and public. The performance can be checked from the goals of the structure. Identified in the qualitative and quantitative measurements, investigations and (Gorak-Sosnowska, K., 2018) researched on "Innovation and Technology in Education of the Future: Policy and Practice for Teaching Excellence", it was found. Top management must address the needs of innovative users in the organization. Including practitioners and learners is important

### 5.3 Inspiration and imagination

It is the power to drive the thoughts of the organizational leader into desirable actions and inspire To stimulate the organization to be enthusiastic about performing and constructive in new ways And affect the benefits and performance more realistically in the future The President must have several necessary behaviors and qualifications, such as: First, the Chancellor must be good in organizational attitude adjustment. Being open-minded, innovative, etc. (Guy, Gillian & Andrew, 2017) says the relationship between thinking and transformational leadership is positive. Is the leader can lead to change the organization second, the President emphasizes the higher administration.

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