

# ANTECEDENT INFLUENCING THE LEADERSHIP DEVELOPMENT OF FIELD GRADE ARMY OFFICERS

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## ARTICLE HISTORY

**Received:** 19 June 2023

**Revised:** 10 July 2023

**Published:** 20 July 2023

## ABSTRACT

The success of any organization, whether it is an organization from the public sector or the private sector, depends, of course, on what can help drive those organizations to be successful. This is partly due to the fact that the organization has good and qualified leaders. The objectives of this research were: 1) to study the level of leadership development of middle-level army officers; and 2) to study factors affecting the leadership development of middle-level army officers. A questionnaire was used to collect data from mid-level Army officers across the country with the ranks of Major, Lieutenant Colonel, Colonel, and Special Colonel, students who were selected from various units across the country and were studying at the Royal Thai Army College, and the Army Staff School of 387 officers. Statistics were used to analyze the data, including frequency, percentage, mean, standard deviation, and multiple regression analysis. The research findings were as follows: 1) Leadership development of middle-level army officers: The overall and individual aspects were at a high level. Adhering to good governance principles in the professional military, fairness in exercising power, and adherence to the military ideology, respectively. 2) Characteristic factor Management, social behavior, and change Affecting the development of leadership in middle-level army officers at 67.2 percent.

**Keywords:** Leadership, Army officer, development

**CITATION INFORMATION:** Kotcharaksa, K., & Jamjumrus, T. (2023). Antecedent Influencing the Leadership Development of Field Grade Army Officers. *Procedia of Multidisciplinary Research*, 1(7), 128.

## INTRODUCTION

The ultimate goal of every nation in the world in the Asian region, is whether the country has a liberal democratic system of government or a socialist government. All countries have established that their national interest is to have sovereign independence, territorial integrity and stability of the state, which will make the country whose executive branch is the government able to carry out activities in the economy, politics, social psychology, science and technology, and the military. Both inside and outside the country, stability, honor, and dignity are revered by nations that do not invade or hope to take over. As a result, the country can be developed towards stability, prosperity, and sustainability. People are safe, live happily, and receive justice, honor, and human dignity. (National Defense College, 2012)

The success of any organization Whether it is an organization from the public sector or the private sector, Of course, what can help drive those organizations to be successful. This is partly due to the fact that the organization has good and qualified leaders. There are at least three aspects of leadership: 1) administration, 2) people management, and 3) change management. until it can lead the organization to success as expected. But the organization will have leaders with the right leadership. at the time of need, and an effective leader able to lead the organization to achieve its goals in the midst of complexity and uncertainty Going back isn't easy. The organization, therefore, needs to develop the leadership of its leaders all the time. for the benefit of the organization (Patchara Vanichwasin, 2017).

In order to achieve the highest goal for the nation, There must be an agency responsible for the operation. According to the Constitution of the Kingdom of Thailand, 2017, Chapter 5, Duties of the State, Article 52, the state must safeguard the monarchy, independence, sovereignty, and territorial integrity. and territories proclaimed with sovereign rights National dignity and interests, state security, and public order are the purposes for which this state must provide effective military, diplomatic, and intelligence services. Military power is to be used for the benefit of the development of the nation. This is under the responsibility of the Ministry of Defense, which has a unit directly under the Office of the Permanent Secretary for Defense Headquarters of the Royal Thai Army, Army, Navy, and Air Force (Constitution of the Kingdom of Thailand, 2017).The country's sovereign independence and security of the state when there is a military threat or war and must fight to win If defeated, it would be the end of the nation. The battle cannot be determined when and where it will take place and cannot be recalculated. Therefore, in order to prevent or guarantee risks, the army must be strengthened in terms of personnel and equipment to be ready for combat at all times. If the country has more combat readiness, there will be less risk, and if it has less combat readiness, it will be very vulnerable. At present, all countries are still in a situation where military power is used as a tool to settle conflicts. state security, maintaining the persistence and independence of the country. It is extremely important. Although the use of military power as a tool to settle conflicts is less common, the military still has a mission in terms of maintaining internal security. helping to develop the country and helping the people, etc., in greater quantities. Therefore, the operational readiness of personnel at all levels is absolutely necessary (Thai Armed Forces Headquarters, 2022).

A military force is a particularly strong organization, with a term known to military personnel as combat Power, which is the ability to fight against an enemy invader from outside the country. or within the country with military forces Especially the Army, which is the largest army with more troops and weapons than all armies. Must use tangible combat power (Tangible), such as personnel and armament. And various technologies and intangible combat power (Intangible), such as the maintenance of morale, patriotism, love of the land, courage, leadership, etc., in which the two types of combat power are equally important. Combat power, as mentioned above, can be organized into four combinations: 1) Maneuver, 2) Fire Power, 3) Protection, and 4) Leadership. This military leadership will have a direct and indirect

relationship with management characteristics. social behavior Self-transformation and other aspects determine the purpose, direction, and motivation of the war. He is the one who combines tactics, firepower, and unit defense to the maximum effect. related to leaders and pre-battle preparations in the practice of planning, combat readiness, logistics, training, and control of combat development Weapons, equipment, etc. are always ready. (Army Staff School, 1990)

In military service, whether in irregularity (war) or normal conditions, in addition to having to comply with every law of the country like the general public, They must also comply with important special laws used only in the military circle, namely: 1) Military Criminal Code B.E. 2454 and its amendments; 2) Military Court Statute Act B.E. 2458 and its amendments; and 3) Discipline Act. Military Act B.E. 2476 and its amendments 4) Martial Law Act B.E. 2457 and its amendments 5) Military Service Regulations Act B.E. 2521 and its amendments 6) Ministry of Defense Organizing Act 2008 and amendments 7) Internal Security Act B.E. 2551 and amendments If a military official disobeys and does not comply, they will be subject to disciplinary and criminal penalties by having to go to the military court (Security Law, 2008). Soldiers are those who are tasked with carrying and using weapons. Therefore, all military ranks must uphold the ideology of military discipline strictly. Military commanders have been empowered to order punishment for those who violate military discipline. Military discipline is The military must behave in accordance with military traditions. military regulations and discipline Military customs include All rules, regulations, orders, instructions, clarifications, and other publications that the commander has issued or placed as evidence for the soldiers to perform This includes the good traditions of the military, both written and unwritten. The commander or leader must use the existing power with fairness, adhering to the principle of good governance in their conduct at all times. It depends on the commander of the military unit, who must be a leader and have leadership (Tawee Jamjamrat, 2017), but in the past, there have been incidents in which the military commander seemed to lack leadership. Affect both directly and indirectly the lives of people, such as people who have to be drafted into the military. Citizens serving in the military, including family, which is related to management, feature social behavior and self-transformation in one or more aspects combined.

From the examples of events that actually happened It is a gap in research caused by a lack of leadership or supervisors who lack leadership. which requires the development of the leadership of mid-level army commanders (Level of the rank of Major-Colonel (Por)) up to review leadership, which involves many factors such as administration and management, social behavior, and the aspect of self-change that affects or influences the development of middle-level army officers' leadership in order to strengthen adherence to military ideology. professional military fairness in the use of power and adherence to good governance principles for the benefit of the Army and the nation in the future.

The researcher used the population and the sample group as the army instead of the Navy and the Air Force because the Army is the largest army with the largest number of troops and weapons. And the performance of Army unit commanders will be important for political change. The Thai government and helping people will have both direct and indirect impacts on all Thai people. According to the message, awareness of the power of mid-level army officers. As real commanders of power and commanders of combat power, become the center of power as the new commander in the army rather than the generals. which seemed to be overwhelmed by combat control because the power was concentrated in the hands of the battalion and regimental commanders, which is very different from the past (Surachart Bamrungsuk, 2015).

## LITERATURE REVIEWS

### Concepts and theories of leadership development

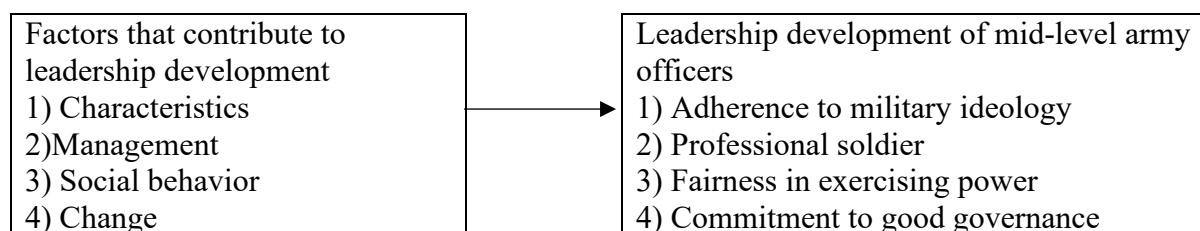
The word "leadership" comes from the English word "Leadership" and the word "leader" comes from the English word "Leader". Especially in the Western world in the early 2000s, many researchers and practitioners tried to analyze and give a lot of meaning until some said that there are more than 300 different definitions of the word "leadership" equal to the number of researchers (Soonthorn Khotpradue, 2017). However, Bennis and Nanus (Luenburg and Ornstein, 2000, p.113) also examined over 1,000 studies and pointed out that more than 300 definitions of effective leadership were identified, saying that none of them had a clear meaning. And it is as easy to understand as the meaning that distinguishes between leaders and non-leaders. (Non-Leaders) and separate the Manager (Manager) and Leader (Leader) so that the Manager does the right thing. A leader does the right thing" (A manager does the right thing, A leader does the right thing). From this meaning, it can be concluded that Leadership is the behavior and process that cause others to shift and abandon their interests. and turn to follow the goals of the group by forging a new concept. Counseling, advice, persuasion, and symbolic action, which inspires and gives meaning to others to achieve their goals, and leadership are essential to the operation of the organization. Guidelines for studying important leadership, including the study of leadership characteristics and behavior. Leadership studies are the source of many leadership-related theories (Sunthorn Wongwaisayawan et al., 2017). The Royal Thai Army Education Department (2013) discussed the principles for developing military leadership, consisting of 4 aspects as follows: 1) Maintaining Army Ideology means adherence to duty for the nation, religion, monarchy, and people with loyalty and commitment to the honor and dignity of soldiers liability. 2) Being a military professional means having expertise in warfare and having the courage to endure There is cooperation both physically and mentally. and a mind full of abilities There is an intrinsic motivation to act for the nation and the people by truly sacrificing their own lives when necessary. 3) Morality means the use of power according to the law in a way that is fair and just without bullying anyone. 4) Adherence to the principle of good governance (Maintain Good Governance) means performing good official duties with efficiency and effectiveness. By using legal principles, transparency, cost-effectiveness, responsibility, and the involvement of personnel.

Factors that contribute to the development of the Army to meet its goals are as follows: 1) Characteristics refers to the personality and abilities of a person whose distinctive characteristics are essential for leaders, including governance, having a vision, persuading and making decisions, and having good physical and mental characteristics. 2) Management (an administrative management skill) means the process of transforming a vision into a mission. To create clarity for the operational department in using personnel, budgets, methods, and materials for maximum efficiency and effectiveness. By emphasizing personnel as the most important part, consisting of compliance with laws and regulations, teamwork 3) Social behavior (social behavior skill) refers to the behavior that a person must express socially or make society change to demonstrate leadership, including class equality, universalism, political neutrality, and religious conviction. and self-transformation (Self-Development Skill) means self-development in response to social and environmental changes for the benefit of the agency. It consists of negotiation ability, communication ability, and professional knowledge. and having a warm family (Ministry of Defense, 2008; Royal Thai Army Education Department, 2013; Damrong Cholasuk, 2020; Army Staff School, 2015)

According to the literature review, the following research hypothesis can be formulated:

H1 Characteristics, Management, Social Behavior, and Change Factors on the Leadership Development of Field-Grade Army Officers.

From the literature review, the conceptual framework can be drawn as shown in Figure 1.



**Figure 1** Conceptual Framework

## RESEARCH METHODOLOGY

The population in this study was Mid-level army officers across the country with the ranks of major, lieutenant colonel, colonel, and special colonel; students who are selected from various units across the country and are attending the Army College and the Army Staff School of 11,917 officers; and the sample of 387 officers obtained from the formula for calculating the sample group of Yamane (Taro Yamane, 1973). stratified sampling)

The research tool was a questionnaire consisting of Part 1 personal factors of the respondents, namely gender, age, education level, salary rate, and work experience. The questionnaire was a multiple-choice questionnaire. Part 2: Factors Affecting Leadership Development. The nature of the questionnaire is a Likert Scale with 5 scoring criteria: the highest equals 5 points, the high equals 4 points, the medium equals 4 points, the least equals 2 points, and the least equals 1 point. Part 3: Leadership Development of Mid-level Army Officers. The questionnaire is a Likert Scale with 5 scoring criteria: the highest equals 5 points, the high equals 4 points, the medium equals 4 points, the least equals 2 points, and the least equals 1 point.

Before using data collection tools Objective conformity (IOC) and questionnaire validity tests via Cronbach's alpha were performed systematically. The examination found that the IOC was 0.898 and Cronbach's alpha was 0.950, indicating that the research tool was of sufficient quality (Polit & Beck, 2006; Hair et al., 2012) to provide information. This study sent questionnaires to Mid-level army officers across the country who have the ranks of major, lieutenant colonel, colonel, and special colonel, and students who are selected from various units across the country and are attending the Army College and the Army Staff School. Descriptive statistics were used to analyze the data, including frequency, percentage, mean, and standard deviation, and multiple regression analysis.

## RESEARCH RESULTS

1) Most of the respondents, 82 percent, were male; 69 percent were aged between 31-40 years old; 78 percent graduated with a bachelor's degree; 58.9 percent had a salary ranging from 20,000-25,000 baht; and 62 percent had a length of work starting at 5 years.

2) Leadership development of mid-level army officers The overall and individual aspects were at a high level. Adhering to good governance principles, the professional military demonstrates fairness in exercising power and adherence to military ideology, respectively, as shown in Table 1.

**Table 1** Mean and Standard Deviation of Leadership Development of Field Grade Army Officers

Aspect	Description	$\bar{X}$	S.D.	Interpretation of results
1.	Adherence to military ideology	3.88	0.95	Much
2.	Professional soldier	4.01	0.85	Much
3.	Fairness in exercising power	3.97	0.86	Much
4.	Commitment to good governance	4.07	0.85	Much
<b>Total</b>		<b>3.98</b>	<b>0.74</b>	<b>Much</b>

The characteristics factor had a  $\beta$  value of 0.323, management had a  $\beta$  value of 0.148, social behavior had a  $\beta$  value of 0.143, and change had a  $\beta$  value of 0.242, indicating that it had a positive influence on the leadership development of army officers. center with statistical significance at the 0.05 level, with Sig. equal to 0.000, 0.006, 0.004, and 0.000, which is consistent with the hypothesis set. When analyzing the correlation coefficient (R), it was 0.815, indicating that the group of independent variables had a strong relationship with the dependent variable. and the forecasting coefficient was 0.672, indicating that the group of independent variables affected the leadership development of middle-level army officers by 67.2%.

In order, the equation can be written as follows.

$$Y = 1.120 + 0.323X_1 + 0.242X_4 + 0.148X_2 + 0.142X_1$$

From the regression coefficient analysis, it was found that the characteristic factor was management, social behavior, and change. They were able to jointly predict the leadership development of middle-level army officers, with the change factor having the greatest effect on forecasting (Beta = 0.213), followed by characteristics (Beta = 0.140), and management (Beta = 0.093). and social behavior (Beta = 0.072), the details of which are shown in Table 2.

**Table 2** Multiple regression analysis of factors influencing leadership development of Field Grade Army Officers

Factors	Unstandardized (b)	SE	Standardized ( $\beta$ )	t	Sig.
(constant value)	1.120	0.107		9.638	0.000
Characteristics	0.140	0.022	0.323	7.860*	0.000
Management	0.093	0.043	0.148	2.412*	0.006
Social behavior	0.072	0.045	0.143	2.486*	0.004
Change	0.213	0.022	0.242	4.138*	0.000
R = 0. 815		Adjusted R <sup>2</sup> = 0. 672			
R <sup>2</sup> = 0.660		SE = 0.139			

\* Statistical significance at the 0.05 level

## DISCUSSION & CONCLUSION

A Study of the Leadership Development of Middle-Level Army Officers The researcher brought up important issues to discuss the results according to the research objectives, as follows:

1) Leadership development of mid-level army officers The overall and individual aspects were at a high level, adhering to good governance principles, and the professional military. The fairness in the use of power and the adherence to the military ideology, respectively, may come from the fact that the current middle-level officers have developed leadership skills in various fields at the Royal Thai Army College School. Army Staff School In which the middle-level officers have positions of duty at the level of commanding officers at the middle level and above and act as exemplary leaders for subordinates and students. Whether it's a professional soldier's adherence to good governance principles in corporate governance, knowing how to exercise authority with subordinates, or adherence to the ideological integrity of the military, thus making middle-level officers have good leadership Consistent with the research results of Suwat Julsuwan and others (2020), they conducted research on "A Study of Transformative Leadership of School Administrators. According to the opinions of teachers under the Northeastern Secondary Educational Service Area Office, at a high level.

2) Characteristic factors: management, social behavior, and change Affecting the development of leadership in middle-level army officers, 67.2 percent, this may be due to the fact that middle-level army officers have good leadership qualities. Gained good management in an organization or structure, as well as having social acting behavior as a good role model for

subordinates and self-development changes in line with the current organizational structure. The study results are consistent with research by Thanakorn Iampan (2019), who studied factors affecting the transformational leadership of Air Force pilots. The results showed that characteristics of management, social behavior, and change affect Transformational Leadership for Air Force pilots.

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**Data Availability Statement:** The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

**Conflicts of Interest:** The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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