RELATIONSHIP BETWEEN ADMINISTRATORS' LEADERSHIP AND EFFECTIVENESS OF HAIKOU UNIVERSITY OF ECONOMICS

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ABSTRACT
The objectives of this research are 1) To study the level of transformational leadership of administrators in Haikou University of Economics. 2) To study the effectiveness of Haikou University of Economics and 3) To study the relationship between transformational leadership of administrators and the effectiveness of Haikou University of Economics. Sample in this study was 307 teachers in Haikou University of Economics. The questionnaire was used as a tool to collect data. The data were analyzed by frequency, percentage, mean, and standard deviation and multiple regression analysis.

The results showed that transformational leadership namely Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration has positive related to the effectiveness of Haikou University of Economics Statistically significant at the level .05 It has the power to forecast percentages. 68.3.

Keywords: Administrators' Leadership, Educational Effectiveness, Haikou University of Economics

INTRODUCTION

The administrator is responsible for planning for development, budgeting, preparation and financial management, strengthening and maintaining good relationships between the various persons involved and those who are subordinate, assigning tasks, evaluating performance, and so on, which shows that every executive role must always have a leadership model involved. Past leadership studies focused on finding out why some leaders are effective, while others are not. The first idea was to find the necessary attributes of a leader. Later, the second concept shifted to the study of leadership behavior rather than the study of attributes, this concept was research to examine the sources and details of the use of power and influence of leaders, but research on leadership behavior attributes and power seemed to fail because the results were inconsistent and the consequences of modifications in situational leadership situations were developed (Bryman, 1992). The basic concept of situational leadership education is to consider the effectiveness of a leadership model based on the moderation between the relationship of leadership style to job satisfaction according to the clearly described situational leadership theory is House's Path-Goal Theory, which is a theory that combines the most considered situational factors by considering how different leadership behaviors affect subordinate job satisfaction (Hoy & Miskel, 2001).

Administration is the main task of the administrators to formulate schemes, methods and systematic procedures for performing tasks, because if the management system is not good, it will affect other parts of the agency. A good administrator must know how to choose the right management method. In order for the work to achieve its intended purpose. That administration will require science. Because the operations are not only activities that the administrators will do alone, but also many colleagues who contribute to the success of the work. An important factor for enhancing learning in schools is an effective management system and participation. The educational process must encourage students to develop naturally and reach their full potential. Therefore, school administrators play an extremely important role as the main leader. Responsible for managing related aspects of work.

Transformational leaders can create significant organizational change and act as change agents, foster higher level of intrinsic motivation, and loyalty among followers, introduce a new image or view of the future and create a commitment to this image among followers (Kinicki & Kreitner, 2008). Transformational leadership is comprised of dimensions which are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence describes the degree in which leaders are perceived as an inspiring role model (Moss & Ritossa, 2007). These leaders are admired, respected, and trusted; followers identify and pursue their leaders (Bass, Avolio, Jung & Berson, 2003). Idealized influence consists of two forms; idealized influence attribute in which leaders receive trust plus respect, and idealized influence behavior in which leaders exhibit excellent behavior and might sacrifice their own needs to improve the objectives of their workgroup. Inspirational motivation describes the degree in which the leader states a vision that is attractive and encouraging to followers. Leaders strengthen followers by viewing the future by optimism and act in ways that motivate those around them by providing meaning and challenge to their followers work (Bass et al., 2003). Intellectual stimulation explains the degree in which the leaders stimulate their followers endeavors to be innovative and creative and consider old organizational problems with a new perspective (Moss et al., 2007). Individualized consideration refers to the degree in which leaders providing support, encouragement, and coaching to followers (Yukl, 2006). The leaders listen carefully to individual needs of followers and may delegate certain responsibilities to help followers grow through personal challenges (Bass et al., 2003).

The effectiveness of educational institutions is due to educational institutions with social conditions. The atmosphere and environment around the learner are conducive to proper learning. Availability of appropriate resources, documents, materials, equipment, and

technology. Quality and efficiency have sufficient budget and human resources to be able to manage education well. Learners have knowledge, abilities and skills in various areas to effectively manage education. To develop learners to be learning individuals to have a better quality of life, to appreciate the preservation of natural resources and the environment, to live happily in a changing society, resulting in the stable and sustainable development of the nation. The school system is only stable if the output is accepted and in line with the needs of society. The objective of the school is academic achievement and efficient allocation of resources. Have the ability to adapt to the environment that affects both internally and externally, and can create satisfaction in the work of teachers. In short, the effectiveness of school administration depends largely on the management. Under the limitations of school administration, it is one of the ways to help the performance of the administrators achieve the goals or objectives set, namely, the development of school administrators. As an administrator, he is responsible for achieving the school's objectives and is responsible for encouraging a collaborative system of work because he not only faces difficulties from people within the school but also faces people outside the school. The role of school administrators is an important factor in gathering and motivating people to effect changes in performance and strengthen the progress of educational institutions to be effective in accordance with the established policies and to achieve academic progress by being able to act effectively that will lead to the goals of success in the organization. Implementing effective management Executives should focus on managing people, both in terms of individuals, society, economy and environment, especially creating a good management system within the school to be as effective as possible and motivated to work. In terms of thoughts, attitudes, habits, and personal attributes. Therefore, the management should build relationships with personnel to cooperate in the work, with the leadership of the management as a support behind the scenes, which will help promote the management of the school and the organization of teaching and learning activities, including the work of teachers, which will help to achieve the success according to the school policy.

Haikou University of Economics is the first independent private undergraduate university in Hainan Province approved by the Ministry of Education in 2008. The history of the school can be traced back to Haikou Amateur University founded in 1974, and has gone through stages of development such as Haikou Vocational University and Haikou Vocational and Technical College of Economics. The conditions for running a school are excellent. The campus covers a total area of about 1,800 mu, with a total construction area of 735,300 square meters; a total investment of more than 3 billion yuan. The teaching equipment and facilities are complete, and the total value of teaching and scientific research equipment is 158.6 million yuan; the library has rich collections and an elegant environment, with more than 1.665 million paper books and 2.257 million electronic books; complete cultural and sports facilities; perfect living facilities, which is an ideal a place to study. There are currently 25,308 full-time students, including 16,237 undergraduates. The school currently has 1,322 faculty members, including 1,052 full-time teachers and 327 teachers with senior professional titles. There are 534 off-campus teachers and 196 teachers with senior professional titles. (Haikou University of Economics, 2022)

In the administration of educational institutions, it is aimed at encouraging the school-age population. Everyone is given the opportunity to study thoroughly and learn with quality, developing learners to have a curious disposition, be able to learn on their own and continuously seek knowledge. To develop and support the management of education for all school-age populations to be developed to meet educational standards, which will help students achieve higher academic achievement. Haikou University of Economics It has implemented education reform by improving the quality and standard of education in 4 areas: academic administration, budget management, personnel management, and general administration.

However, the effectiveness of Haikou University of Economics still needs to be improved. Change and development for Haikou University of Economics be more productive.

Therefore, the researcher is interesting to studying relationship between school administrators' leadership and school effectiveness of Haikou University of Economics. The research will be used to be useful and guide the administrators to be as efficient and effective as possible.

LITERATURE REVIEWS

Transformational leadership theory

Transformational leadership theory promotes a style of guidance that emphasizes motivating employees, and creating a vision and encouraging them to fulfill it. The fundamental skills of a transformational leader include being able to mobilize employees, inspire them and boost their morale.

Transformational leaders lead by example. They typically incorporate empathy, support and inspiration into their leadership method and often exhibit confidence and selflessness when leading. A transformational leader focuses on changing faulty systems and in grouping employees who work well together to increase productivity and overall job satisfaction.

Transformational leadership theory contains four distinct components that embody its essential aspects in any organization:

1) Inspirational Motivation: The foundation of transformational leadership is the promotion of consistent vision, mission, and a set of values to the members.

Their vision is so compelling that they know what they want from every interaction. Transformational leaders guide followers by providing them with a sense of meaning and challenge. They work enthusiastically and optimistically to foster the spirit of teamwork and commitment.

2) Intellectual Stimulation: Such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them.

The leaders focus on the "what" in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found ineffective.

3) Idealized Influence: They believe in the philosophy that a leader can influence followers only when he practices what he preaches. The leaders act as role models that followers seek to emulate.

Such leaders always win the trust and respect of their followers through their action. They typically place their followers needs over their own, sacrifice their personal gains for them, ad demonstrate high standards of ethical conduct. The use of power by such leaders is aimed at influencing them to strive for the common goals of the organization.

4) Individualized Consideration: Leaders act as mentors to their followers and reward them for creativity and innovation. The followers are treated differently according to their talents and knowledge. They are empowered to make decisions and are always provided with the needed support to implement their decisions.

Concept and Theories about school effectiveness

Organizational effectiveness is a complex concept; indeed, there is no common agreement on what constitutes effectiveness. There is some consensus, however, that effective schools promote student learning and high levels of achievement. Recognizing the complexities of evaluating school effectiveness, Hoy and Miskel (1996) advocated a synthesis of two commonly applied models of organizational effectiveness: the goal model (Steers, 1977) and the system-resource model (Goodman & Pennings, 1977). The goal model postulates that organizations are effective to the extent to which they achieve their goals, whereas the system-resource model is concerned with the internal aspects of the organization that promote harmony and efficiency and enable the organization to compete for scarce resources. Both internal

harmony and goal attainment are important aspects of organizational life. Building on the work of Hoy and Miskel (1996), Uline, Miller, and Tschannen Moran (1998) proposed a model of school effectiveness that deals with the relatively objective, instrumental outcomes of school achievement as well as the more subjective, expressive activities of cohesiveness and harmony. Our perspective of school effectiveness is in keeping with the underlying dimensions explicated by Uline and colleagues (1998). Although we do not deal with all aspects of their model, we do examine both instrumental (student achievement) and expressive outcomes (school climate and perceptions of flexibility and adaptability). Our framework of effectiveness combines student performance with perceptual measures of school quality and efficiency.

Research hypothesis

Transformational leadership of administrators has positive related to the effectiveness of Haikou University of Economics.

H1: Idealized influence has positive related to the effectiveness of Haikou University of Economics.

H2: Inspirational motivation has positive related to the effectiveness of Haikou University of Economics.

H3: Intellectual stimulation has positive related to the effectiveness of Haikou University of Economics.

H4: Individualized consideration has positive related to the effectiveness of Haikou University of Economics.

Conceptual framework

Independent variable   Dependent variable

Transformation Leadership of Administrators
1. Idealized Influence
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individualized Consideration

→

Effectiveness of Haikou University of Economics
1. Ability to produce students with high academic achievement
2. Ability to develop students to have a positive attitude
3. Ability to modify and develop schools
4. Ability to solve problems within the educational institutions

Figure 1 Conceptual framework

RESEARCH METHODOLOGY

The population used in this study consists of 1,322 teachers in Haikou University of Economics.

The sample group used in this research consists of 307 teachers in Haikou University of Economics. It was obtained by determining the sample size using the Taro Yamane formula (Yamane, 1973).

Research tools used in this study included a questionnaire for data collection, which consisted of the following questions: Part 1 is the questionnaire on personnel factors .Part 2 is the questionnaire of level of Transformational Leadership including: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Part 3 is the questionnaire of level on the effectiveness of Haikou University of Economics

Data collection

The research tool used to collect data in this research was a questionnaire developed from study research literature review and related research to define the scope of the questions to match the research objectives.

The data analysis and hypothesis testing in this study

The data analysis and hypothesis testing in this study were 1) Descriptive statistic were frequency, percentage, mean and standard deviation to explain the preliminary data and 2) Inferential statistics analysis is the test of research hypothesis with a statistical significance level of .05 with the multiple regression analysis

RESEARCH RESULTS

The majority of respondents were female (57.3%) aged 41-50 years (40.4%) had a doctoral degree (73.3%) and had an average monthly income of Yuan 4,000-6,000 (56.0%). The level of opinion of respondents, found that respondents had a high overall opinion on the Transformational leadership of administrators, in descending order as follows: Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration and opinions on the effectiveness of Haikou University of Economics as a whole ability to develop students to have a positive attitude, ability to modify and develop schools, ability to solve problems within the educational institutions, and ability to produce students with high academic achievement. Transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has a statistically significant positive related to the effectiveness of Haikou University of Economics at a level of .05 with a predictive power of 68.3%.

Table 1 Shows the hypothesis testing of transformational leadership of administrators on the effectiveness of Haikou University of Economics

Transformational leadership	b	Std. Error	β	t	p-value	Tolerance	VIF
Constant	1.287	.096		13.396	.000*		
- Idealized Influence	.138	.039	.188	3.543	.000*	.370	2.704
- Inspirational Motivation	.184	.049	.261	3.799	.000*	.219	4.567
- Intellectual Stimulation	.094	.041	.141	2.299	.022*	.276	3.625
- Individualized Consideration	.217	.038	.326	5.701	.000*	.316	3.165
$R = 0.829$, $R^2 = 0.687$, Adjusted $R^2 = 0.683$, $SE_{EST} = 0.289$, F = 165.801, p-value = .000*							

DISCUSSION & CONCLUSION

Conclusion

1) Summary of the general data analysis of the respondents found that the majority of respondents were female, aged 41-50 years old, had postgraduate education, and had an income of 4,001-6,000 yuan.

2) Summary of Transformation leadership data analysis found that the majority of respondents had the highest overall and individual opinion at the high level, considering the average, it was found that the majority of respondents had the most opinions on idealized influence, followed by inspirational motivation and least intellectual stimulation and individualized consideration.

2.1) Idealized influence: Most respondents have a high opinion Considering the average, the majority of respondents have the most opinion on I consistently serve as a commendable role model, demonstrating unwavering dedication to the organization's success, followed by I reliably fulfill my commitments to superiors, colleagues, and subordinates alike and least My ability to consistently translate the organization's vision and objectives into tangible outcomes is evident.

2.2) Inspirational motivation: Most respondents have high opinions, considering the average, the majority of respondents have their opinions on Iemploy eloquent and motivational language to inspire confidence and frequently heightened dedication among colleagues and subordinates in their most professional pursuits, i consistently embrace challenging tasks with enthusiasm and a determined mindset and minimal my practice of spotlighting successful individuals

within the following: organization as role models serves as a source of inspiration and guidance for others.

2.3) Intellectual stimulation: Most respondents have high opinions when considering the average will find that the majority of respondents have opinions on I frequently provide guidance to colleagues and subordinates, advising them on the acquisition and utilization of tools, equipment, or technology to maximize productivity, i consistently afford colleagues and subordinates opportunities to contribute and innovations aimed at addressing and improving existing Challenges and minimal I routinely encourage all members of the organization to engage in critical thinking, fostering an environment that enhances work efficiency.

2.4) Individualized consideration: The majority of respondents have high opinions, considering the average to find that most respondents have feedback on my consistent display of care, compassion, and assistance extends to both the professional and personal domains, benefiting colleagues and subordinates the most minor i consistently take into consideration the emotions and preferences of colleagues and subordinates when assigning tasks and responsibilities and the least I routinely take into consideration of the emotions and preferences of colleagues and subordinates when assigning tasks and responsibilities and the least I routinely offer guidance and support tailored to specific needs and desires of my colleagues and subordinates

3) Summary of Effectiveness Analysis of Haikou University of Economics In conclusion, the majority of respondents have a high overall and individual opinion. Ability to develop students to have a positive attitude, followed by Ability to modify and develop schools and Ability to produce students with high academic achievement Details in each area are as follows:

3.1) Ability to produce students with high academic achievement: Most respondents have a high level of opinion. Administrators and teachers are the most knowledgeable and competent in academics. The quality of teaching and learning is high, as evidenced by students' academic achievements and minimal Teachers have the ability to organize teaching activities and instill high levels of confidence

3.2) Ability to develop students to have a positive attitude: Most respondents have high opinions when considering the average will find that most respondents have comments on Administrators and teachers serve as role models to students, demonstrating good morals, ethics, and values.

3.3) Ability to modify and develop schools: most respondents had a high level of opinion. Looking at the average, it was found that the majority of respondents had an opinion on Administrators and teachers collaborate to establish and update school policies, ensuring consistency and relevance follow by administrators and teachers are proactive developers, constantly initiating and creating new approaches to teaching and learning to impart knowledge to students และน้อยที่สุด Administrators and teachers work together to manage teaching and learning, introducing innovations and new teaching materials while maintaining consistency.

3.4) Ability to solve problems within the educational institutions: most respondents had a high level of opinion on administrators analyze problems that arise within the organization มากที่สุด รองลงมา Administrators actively listen to teachers' opinions and respect their feelings when addressing issues และน้อยที่สุด Administrators approach problem-solving as a rational thinking process.

4) Summary of hypothesis test results found that Transformational leadership Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration has positive related to the effectiveness of Haikou University of Economics Statistically significant at .05 with a forecasting power of 68.3%.

Discussion

1) Summary of general data analysis of respondents in conclusion Most respondents are female, aged 41-50 years old Educated Postgraduate and earn 4,001-6,000 yuan

2) Summary Transformation leadership analysis found that most respondents had a level of overall and individual opinion in high level. When consideration to each aspect it was found that the most majority of respondents had an opinion on Idealized influence, follow by Inspirational motivation and Intellectual stimulation and Individualized consideration: details in each area are as follows:

2.1) Idealized influence: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on I consistently serve as a commendable role model, demonstrating unwavering dedication to the organization's success the most, the second. I reliably fulfill my commitments to superiors, colleagues, and subordinates alike and my ability to consistently translate the organization's vision and objectives into tangible outcomes is evident.

2.2 Inspirational motivation: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on I frequently employ eloquent and motivational language to inspire confidence and heightened dedication among colleagues and subordinates in their professional pursuits The most, the second. I consistently embrace challenging tasks with enthusiasm and a determined mindset and my practice of spotlighting successful individuals within the organization as role models serves as a source of inspiration and guidance for others.

2.3. Intellectual stimulation: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on I frequently provide guidance to colleagues and subordinates, advising them on the acquisition and utilization of tools, equipment, or technology to enhance productivity The most, the second. I consistently afford colleagues and subordinates opportunities to contribute suggestions and innovations aimed at addressing and improving existing challenges and I routinely encourage all members of the organization to engage in critical thinking, fostering an environment that enhances work efficiency

2.4 Individualized consideration: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on My consistent display of care, compassion, and assistance extends to both the professional and personal domains, benefiting colleagues and subordinates alike The most, the second. I consistently take into consideration the emotions and preferences of colleagues and subordinates when assigning tasks and responsibilities and I routinely offer guidance and support tailored to the specific needs and desires of my colleagues and subordinates.

3) Summary of Effectiveness Analysis of Haikou University of Economics In conclusion, the majority of respondents have a high overall and individual opinion. Ability to develop students to have a positive attitude, followed by ability to modify and develop schools and Ability to produce students with high academic achievement details in each area are as follows:

3.1) Ability to produce students with high academic achievement: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on administrators and teachers are knowledgeable and competent in academics the most, the second. The quality of teaching and learning is high, as evidenced by students' academic achievements and teachers have the ability to organize teaching activities and instill high levels of confidence.

3.2) Ability to develop students to have a positive attitude: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on Administrators and teachers serve as role models to students, demonstrating good morals, ethics, and values. The most, the second. Students are equipped to face life in a globalized society with a positive mindset and administrators and teachers consistently provide moral and ethical guidance to students.

3.3) Ability to modify and develop schools: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on Administrators and teachers collaborate to establish and update school policies, ensuring consistency and relevance the most, the second. Administrators and teachers are proactive developers, constantly initiating and creating new approaches to teaching and learning to impart knowledge to students and administrators and teachers work together to manage teaching and learning, introducing innovations and new teaching materials while maintaining consistency.

3.4) Ability to solve problems within the educational institutions: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on Administrators analyze problems that arise within the organization the most, the second. Administrators actively listen to teachers' opinions and respect their feelings when addressing issues and administrators approach problem-solving as a rational thinking process.

4) Summary of hypothesis test results found that transformational leadership namely Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration has positive related to the effectiveness of Haikou University of Economics Statistically significant at the level .05. It has the power to forecast percentages. 68.3

Implications of the study

This research is useful in that the administration organization is used to formulate business policies and strategies. By creating a curriculum that promotes a level of transformational leadership for the workforce, this course will make employees systematically prepared for all aspects of change, as well as help employees to be more committed to working for the company to the fullest extent possible and more engaged with the organization. Accordingly, the organization should focus on increasing transformational leadership. For idealized influence, the organization should build and promote employees who will be the leaders to be self-esteem, have a sense of authority and self-confidence, perform to moral principles and ethics. For inspirational motivation, the organization should focus on building employees to be an optimist, have confidence in self-ability, achieve work, be enthusiastic about achieving work as well as connect to the vision to the future. For intellectual stimulation, the organization should focus on building employees to be an analytical person, checking before performing work to meet the standards as well as seek practical solutions to the problem, listening to the opinions of others who have different opinions. Lastly, for individualized consideration, the organization should focus on building employees to think of other persons in the workplace as well as help others develop the strength to teach work to others for good change.

Future Research

1) There should be research on the leadership of school administrators and the effectiveness of educational institutions with the method of conducting qualitative research.

2) Research should be conducted on factors that affect the effectiveness of educational institutions.

3) Research should be conducted on comparing the leadership of school administrators with the effectiveness of educational institutions, classified according to relevant variables such as school size, administrative experience, etc.

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