THE TRANSFORMATIONAL LEADERSHIP OF SCHOOL ADMINISTRATOR AFFECTING TEACHERS' PERFORMANCE IN ZHEJIANG ZHOUSHAN ISLANDS NEW DISTRICT TOURISM AND HEALTH VOCATIONAL COLLEGE

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ABSTRACT

The objectives of this research are 1) To study the level of transformational leadership of school administrator in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College. 2) To study the level of teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College and 3) To study the affecting of transformational leadership of school administrator to the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College. Sample in this study was 137 teachers in Zhejiang Ocean University. 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 include Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration has positively affecting the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College statistically significant lyrics at .05 with 76.4 percent forecasting power.

Keywords: Transformational Leadership, Teachers' Performance, Zhejiang Zhoushan Islands New District Tourism and Health Vocational College

INTRODUCTION

Education is an essential component of human life. Quality education is critical to the development of intelligent human beings capable of competing in the globalization era. Education plays a significant role in shaping a child's character, scientific and mental development, who will later grow into a human being who will interact with and affect his environment in a variety of ways, both individually and as social beings. Education is defined as an effort made by an individual or a group of individuals to become adults or to reach a higher level of life in a mental sense (Ulfathmi, Arafat, & Setiawan, 2021).

The school administration carries the major burden of providing leadership if the school is no move forward. As a leader, the school administrator is the sort of a person who can motivate teachers to achieve tasks and maintain team unity throughout the process. Whatever style of leadership he may display is a matter of strategy and personality. School administrators have the power to influence the teacher morale in their school by the actions or daily practices they exhibit. Administrators are aware and conscious that teachers' high morale is a means of achieving better efficiency. The study of leadership styles takes into consideration what a leader does, says and how he acts (Ester, Susan & Roland, 2016).

The administrator is the linchpin for success in the educational environment. It is difficult to determine which leadership style or combination of styles is most effective in education. Leadership styles and leadership theories vary, intersect and overlap. The manifestation of a particular leadership style and its effectiveness is often determined by the leadership qualities of the leader, the type of organization, and/or the goal of the organization. Transactional leadership, transformational leadership, shared leadership, classical leadership and many others have been studied and defined to develop a better understanding of effective leadership (Suliah & Arafat, 2019).

Savareikiene (2013) explained that transformational leadership consist 1) Idealized influence 2) Inspirational motivation 3) Intellectual stimulation and 4) Individualized consideration. Transformational leadership 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. Transformational leadership is comprised of four dimensions which are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Firstly, Idealized influence describes the degree in which leaders are perceived as an inspiring role model. These leaders are admired, respected, and trusted; followers identify and pursue their leaders. 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. Secondly, 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 (Antonakis & House, 2003) and act in ways that motivate those around them by providing meaning and challenge to their follower's work (Bass et al., 2003). Thirty, Intellectual stimulation explains the degree in which the leaders stimulate their followers endeavors to be innovative and creative (Limsila & Ogunlana, 2008), and consider old organizational problems with a new perspective. Finally, Individualized consideration refers to the degree in which leaders providing support, encouragement, and coaching to followers. The leaders listen carefully to individual needs of followers and may delegate certain responsibilities to help followers grow through personal challenges (Bass & Avolio, 1994).

Transformational leadership tends to maximize the level of professional performance of work in addition to provided literature on association of transformational leadership and work performance; researchers indicate that organizations of diverse structures highly depend upon the performance of its workers. Past studies have empirically established the positive

association between work performance and transformational leadership (Barling, Weber, & Kelloway, 1996). Transformational leaders inspire their followers to have shared vision of targeted goals and standards of performance defined by the organization and also facilitate them achieve it (Anderson, Baur, Griffith, & Buckley, 2017). Another factor which is highly influenced by transformational leadership is employee's burnout which may be decreased through this particular style of leadership. Prevalence of stress is highly probable in any organizational sector. Transformational leadership is most influencing factor which enhances the employee's ability to deal with all kind of circumstances as such leader provide supportive circumstances to employees so that they can maintain the optimum level of mental health through inspirational motivation and also enhances their confidence level (Zwingmann, Wegge, Wolf, Rudolf, Schmidt, & Richter, 2014)

For the reasons mentioned above, transformational leaders are focused on inspiring their followers to create change, innovate, and shape the organization's future. They know that the key to succeeding as a leader is to connect with employees and help them feel motivated to drive success, so the researcher interested to study the leadership of school administrator Affecting Teachers' performance in Zhejiang Ocean University to use the findings to strengthen transformational leadership, which will lead to more teachers 'performance.

LITERATURE REVIEWS
Concept and Theories about Transformational Leadership
Transformational leadership is a model of leadership that relies on the encouragement of a team to realize overall success (Korejan & Shahbazi, 2016). By raising a team's morale and self-confidence, the team can then align itself to an overall vision or common purpose. Transformational Leadership consist of 1) Idealized Influence 2) Inspirational motivation 3) Intellectual Stimulation and 4) Individualized consideration (Sutanto, Utami, & Diantoro, 2021).

Idealized Influence / Charismatic: Idealized influence describes leaders who have charisma, are curious, and deliver messages with simplicity and tact. These leaders are exemplary role models and are readily trusted and respected by all members of the team. Charisma is one of the essential pieces of this characteristic. Charisma is essential because it is how leaders can rally their followers around a shared vision. Charisma is most often expressed by their ability to listen actively to each team member and focus on the present moment. Displays of charisma make others want to be more like that person, and as a role model, members will strive to mimic this leader (Tyssen, Wald, & Heidenreich, 2014).

Inspirational Motivation: Inspirational motivation describes leaders that are motivating and willing to commit to a vision. They encourage team members to also commit to this vision by raising team spirit, fostering community and a sense of purpose. To do this, there must be simplicity in communication. This means their communication style must be best suited to the needs of the team. Leaders speak clearly and concisely to easily articulate their vision to the members. This provides structure and order so that members can execute tasks without confusion. Leaders articulate a clear plan for the future and communicate expectations in the beginning before the work starts. Leaders must also express their messages with a sense of authority, in order for members to respect their thoughts and trust in their vision (Chebon, Aruasa, & Chirchir, 2019).

Intellectual Stimulation: Intellectual stimulation describes leaders who encourage their members to think outside the box and be innovative. Stimulating followers promote critical thinking and problem-solving skills in order to improve the group or organization as a whole. This challenges the normal beliefs of a group and encourages the team to perform better than they ever thought originally possible. Encouraging innovation involves each team member in the decision-making process and fosters a sense of importance and a stake in the organization's

over-all success. Leaders must therefore gently change the way follower's problem solve and brainstorm new and innovative ways to achieve their teams' goals. In short, leaders must recognize that there are many ways to achieve a goal, and no ordinary path to innovation (Agyemang, Boateng, & Dzandu, 2017).

Individual Consideration: Individual consideration is the degree to which a leader attends to each follower's personal needs. Transformational leadership encourages members by focusing on the way each person effects the overall goal. This means recognizing and valuing the motivations, desires, and needs of individual members. Upon recognizing the motivation behind the drive of the individual, leaders then provide opportunities for customized training. This allows team members to grow and learn in an environment they feel comfortable in. Engaging individuals requires emotional intelligence (Hautamäki, 2016).

The concept of employee performance: The employee performance comes from the word job performance or actual performance. The employee performance is the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him (Hermina & Yosepha, 2019). Peterson & Plowman (1953) gave three dimensions of employee performance including 1) quality refers to producers and users get value for money and are satisfied, and results of work is accurate, standardized, and fast. 2) Quantity refers to the work that occurs must be in accordance with the requirements expected of the agency, with the practicable output being the appropriate amount as specified in specified in the work plan or target. And 3) time refers to the time used in the operation must be in a manner that is collect according to the principles suitable for work and modern Techniques have been developed.

Research hypothesis

Main hypothesis: Transformational leadership of school administrator has positive affecting the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College.

H1: Idealized influence has positive affecting the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College.

H2: Inspirational motivation has positive affecting the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College.

H3: Intellectual stimulation has positive affecting the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College.

H4: Individualized consideration has positive affecting the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College.
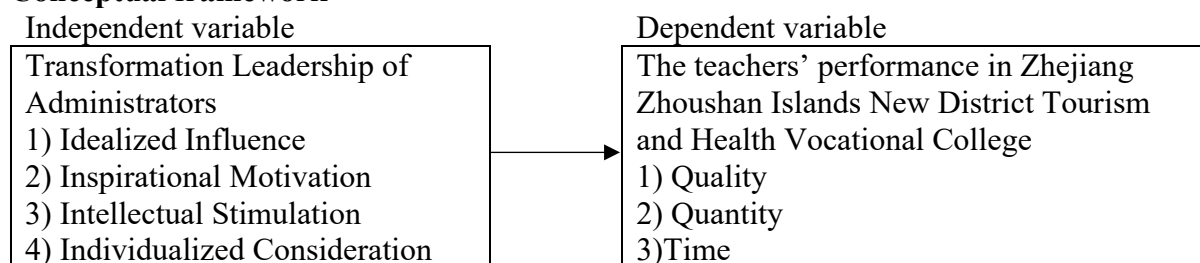
Conceptual framework

Independent variable | Dependent variable

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

→ The teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College
1) Quality
2) Quantity
3) Time

Figure 1 Conceptual framework

RESEARCH METHODOLOGY

The population used in this study consists of 211 teachers in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College. The sample group used in this research consists of 137 teachers in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College using Krejcie and Morgan's table.

Research tools used in this study included a questionnaire for data collection, which consisted of the following questions: Part 1 part of the questionnaire on demographic factors; Part 2 Questionnaire about Transformational Leadership; Part 3 Questionnaire about the performance and Part 4 Other Suggestions and Comments.

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 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 (57.7%) were aged 41-50 years old (44.5%) had a master's degree (68.6%) had an average monthly income of Yuan 5,000-7,000 (56.2%) and had 6-10 years of work experience (34.3%). The results of the analysis of the respondents' opinion level showed that the respondents had a high overall opinion on the Transformational leadership of school administrator ($\overline{X}$,= 3.7 4 SD = 0.61) in descending order as follows: Inspirational motivation, Idealized influence, Individualized consideration, and Intellectual stimulation and the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College as a whole was very high ($\overline{X}$ = 3.68, SD = 0.68). Transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has positively affected the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College with statistical significance of .05 with a forecasting power of 76.4%.

Table 1 Shows the hypothesis testing of transformational leadership of school administrator on the teachers' performance in Zhejiang Zhoushan Islands New District Tourism and Health Vocational College

Transformational leadership	b	Std. Error	β	t	p-value	Tolerance	VIF
Constant	.085	.180		.471	.638		
- Idealized Influence	.193	.069	.183	2.801	.006*	.404	2.472
- Inspirational Motivation	.229	.080	.221	2.880	.005*	.296	3.378
- Intellectual Stimulation	.227	.073	.233	3.110	.002*	.310	3.222
- Individualized Consideration	.312	.062	.350	5.040	.000*	.359	2.782
R = 0.878, R^2 = 0.771, Adjusted R^2 = 0.764, SE_{EST} = 0.331, F = 111.052, p-value = .000*							

* p-value < .05

DISCUSSION & CONCLUSION

Conclusion

1) Summary of general data analysis of respondents in conclusion, the majority of respondents are female, aged 41-50 years old, with a Master's degree. Average monthly income of 5,001-7,000 yuan and 6-10 years of working experience

2) Summary of Transformational leadership data analysis It can be concluded that the majority of respondents have a high overall and individual opinion, considering the average, it is found that the majority of respondents have the most opinions on idealized influence and inspirational motivation, followed by individualized consideration and least intellectual stimulation.

2.1) Idealized influence: Considering the average, the majority of respondents have the most opinion on Administrators were a good role model, working hard for the organization's success,

followed by Administrators will fulfill the promises they have made to your superiors. Always colleagues or subordinates and minimal Administrators can always accomplish the vision and objectives of the organization

2.2) Inspirational motivation: Administrators often use words to excite your colleagues or subordinates to gain confidence and increased effort at work the most, followed by Administrators are always eager to do challenging tasks and at least Administrators always put forward examples of those who have succeeded in the work of the organization as role models in their work

2.3) Intellectual stimulation: Most respondents had a high opinion, and on average, the majority of respondents had an opinion on Administrators often advise colleagues or subordinates to bring tools. Equipment or technology can be used to work more quickly the most, followed by when problems arise in the organization, administrators often attend meetings with colleagues and subordinates. To brainstorm ideas. Find a solution to the problem and minimize Administrators often encouraged everyone in the organization to think about how to work, which makes work more efficient.

2.4) Individualized consideration: Considering the average, the majority of respondents have the most opinion on Administrators always caring, helping colleagues or subordinates, in work and personal, followed by Administrators often take into account the feelings of their colleagues or subordinates in their assignments, and the least Administrators often provide counseling and support in areas based on the wishes of their colleagues or subordinates

3) Summary of data analysis the teachers' performance concluded that most respondents had the highest overall and individual opinions at the high level.

3.1) Quality: Exam-respondents Most respondents had a high opinion, and on average, the majority of respondents had the highest opinion on you have verified the integrity of the work performed, followed by you can perform your job correctly and the work is good quality and at least your performance meets the required standards and criteria.

3.2) Quantity: Considering the average, the majority of respondents have the most opinion on You have an effective plan to manage the amount of work you receive, followed by You can perform the number of tasks specified by the organization and the least. The amount of work you get is worth the rewards.

3.3) Time: Most respondents had a high opinion, and on average, the majority of respondents had the highest opinion on you can perform your tasks within the time limit specified by the organization. The organization has a reasonable period of time to perform its work and the least. You can perform the tasks correctly prescribed by the organization

4) Transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has positively affected the teachers' performance in Zhejiang Zhoushan Islands, New District Tourism and Health Vocational College, statistically significant at .05 with a forecasting power of 76.4%.

Discussions

The findings show that change in leadership affects the teachers' performance because leadership plays an important role in inducing followers to be willing to perform their commands effectively. It also encourages the idea of developing oneself to have higher potential in work. In order to increase the competitiveness of organizations that are on par with their competitors, the findings showed that all aspects affected performance statistically significantly. The researchers discussed the results based on weight values as follows:

1) Inspirational motivation has the greatest impact on performance, as motivating employees is one of the qualities of leaders who must use techniques and methods to motivate employees to perform their duties to the fullest, either by relying on rewards or even solving monetary rewards. In order to encourage employees to make successful operational efforts. According to Avolio, Bass, and Jung (1995), the cornerstone for prestige leadership is inspiring motivation

leadership, which is driven to persuade by demonstrating conduct in previously completed tasks. Development of communication skills and leadership role models in other stimuli, empowerment of other stimuli, the potential for realization (realized) in regard to treating one another, considerations based on individual characteristics, and stimulation in the use of intelligence when individuals act in accordance with leadership roles. Attractive leadership conduct comprises making followers feel self-confident and ensuring that leaders overcome hurdles (obstacles) and assist the group in achieving success with new challenges and chances. The stimulation level of the leader's persuasion will be increased. If there is a vision or purpose, it is the group's direction that has contributed to the followers' or practitioners' collective decision. Motivated leaders frequently demand hard effort, pep talks, crises optimism, and inventive ways of working to lessen the duties of followers and workloads, whilst other techniques of generating enthusiasm and confidence rely on different means. Hinkin and Tracey (1999) mentioned that inspirational motivation persuades, motivates, and stimulates the environment surrounding the person. It also reinforce communication, express expectations that followers want to achieve, as well as demonstrate action towards goals. And sharing in the vision. According to a research conducted by Komakech, Obici, and Mwesigwa (2021) on the effect of inspirational motivation on the performance of public health workers in the mid-north of Uganda, inspirational motivation may impact public health worker performance. In addition, Linge and Sikalieh (2019) investigated the impact of inspiring motivation on employee work performance in the Kenyan insurance business. This study used positivism as its research philosophy and a correlational design. As of 2017, the study's target group consisted of 676 lower-level managers from 52 insurance firms operating in Kenya. Using stratified random sampling and systematic sampling, a sample of 245 individuals was collected. A response rate of 86% was declared satisfactory for a correlational study design after 245 questionnaires were issued and 211 were filled out and returned. A variance analysis was conducted to evaluate the hypothesis. The research revealed that inspiring motivation predicts employee work performance considerably. In addition, it was shown that employee work value congruence moderated the link between transformational leadership and employee job performance among lower-level insurance managers in Kenya. For a business to benefit from transformational leadership, the research suggested that workers should adapt their values to align with the culture and values of the firm.

2) Individualized consideration affects the performance of work, secondarily, because the focus on personnel in the organization is absolutely necessary for the management of the organization in order to achieve the quality of work of employees in accordance with the individual needs. In addition, this attention also makes employees more loyal to the leader and feels more attached to the organization. For Avolio, Bass and Jung (1995), individualized leaders are more concerned with people, practitioners, and needs than they are with treating their followers identically and having same demands. Concurrently, help is provided for the development of individual confidence. Mentoring requires time to discover the learner's strengths and shortcomings, since the job of mentoring is exemplified by an individual's characteristics. It simultaneously enhances the mentor's expertise and confidence in his or her particular practices. Individual-based considerations reveal that leaders encourage followers and convince followers that assistance and sources of significance will result in the accomplishment of their objectives. To others, the behavior of leaders at the highest level of the company might serve as a signal of appropriate conduct. Coworkers just take time outside of their normal arduous responsibilities, listening or speaking up to assist their coworkers with previous challenging difficulties. Important is the assumption of considerations based on individual characteristics. Each practitioner's distinctive features, requirements, and characteristics are distinct. Needs might fluctuate. A portion of each based on their leadership impact. Leaders of change are able to heal and analyze the requirements of each follower, as well as raise them to

their full potential. Chebon, Aruasa, and Chirchir (2019) studied about the influence of individualized consideration and intellectual stimulation on employee performance: lessons from Moi Teaching and Referral Hospital, Eldoret, Kenya. Regarding the impact of personalised attention on employee performance, the research discovered that employee recognition, training, and coaching contribute to increased productivity. In addition, managers honor and appreciate individual contributions and create chances for identifying the needs and skills of others. Considering the effect of intellectual stimulation on employee performance, the research indicated that managers stimulate high productivity via creativity and invention, as well as encouraging employees to reevaluate previously unquestioned views. In addition, managers promote innovative approaches to completing tasks. The conclusion of the research is that transformative leadership influences employee performance. Particularly, the research suggests that leaders support high productivity via creativity and innovation, as well as encouraging employees to reevaluate previously unquestioned views. In addition, personnel are encouraged to achieve high productivity, and clear communication of messages is enabled. The research suggests that leaders manage disputes by being attentive to the diverse needs, talents, and goals of people. Continuous training should be offered to staff, and responsibilities should be allocated depending on their knowledge and ability. In addition, workers should have the ability to voice their opinions freely and be more involved in the decision-making process. 3) Intellectual stimulation affects operational efficiency because stimulating creativity in the field of work is one of the key roles in driving the organization. No jamming or delayed procedures. Therefore, problem stimulation is one of the ways in which organizations can achieve success in terms of competition and innovation in new work that surpasses their competitors. For Bass (1999), leadership with intellectualized stimulations encourage followers to try to adopt innovative and creative approaches by making assumptions into question. Frame the problem and approach the situation in new ways. The urge to create no criticism in public. If members have mistaken, new and creative ideas to solve problems, motivate followers, including those in the process of defining problems, finding problems. Troubleshooting Encouraging followers to try to reach out in new ways, the followers' ideas are not criticized because followers have different opinions from the leader. Ayacko, K'Aol, and Linge (2017) investigated the effect of intellectual stimulation on the performance of court personnel in Kenya and determined the correlations between these factors. Yasin et al. (2014) was also interested in the link between the individual construct of leadership style and the innovation and performance of SMEs. The response rate was 70%, as 350 out of 500 questionnaires were returned and 348 were valid for analysis. Using Pearson correlation and regression analysis, this link was investigated. This research demonstrated that intellectual stimulation may be utilized as a tool for the production of innovations and improved SME performance, as well as a substantial positive correlation between innovations and SME performance.

4) Idealized influence has impact on performance, as ideological influence paints a picture for all employees to have feelings to work in accordance with the objectives and vision of the organization. That vision is one of the tools that all executives must have to require personnel to perform in the same direction and be significantly consistent. According to Bass (1999), idealized Influence elicits a response from devoted and revered followers who see their leaders as possessing mystical powers, heroic traits, or exemplary individuals who can demonstrate innate patterns, commands, or legislation; leaders whose emotions prevail over those who follow; and leaders who are esteemed, affectionate, and trusted. When a leader exerts idealized influence, his or her followers look up to them as an example to emulate. Those who follow a leader often have high regard for that person and want to model their behavior after it. For this reason, it's only natural that a leader would want to demonstrate credibility by prioritizing the interests of those who follow him or her (Bass, Avolio, & Binghamton, 1993). According to

Mohamad Daud and Yahya (2014), charismatic leaders inspire their followers to believe in themselves and achieve great things; they inspire their followers to change their goals, values, needs, beliefs, and aspirations; they inspire their followers to trust them; and they inspire others to believe in themselves. Those that follow you are inspired to get the job done quickly and efficiently. The study done by Linge, and Sikalieh (2019) focusing on influence of idealized influence on employee job performance in the insurance industry in Kenya. The objective of Linge and Sikalieh's (2019) was to determine the influence of idealizing influence on employee job performance and whether employee work value congruence moderated the relationship between transformational leadership and employee job performance. This study used positivism as its research philosophy and a correlational design. As of 2017, the study's target group consisted of 676 lower-level managers from 52 insurance firms operating in Kenya. Using stratified random sampling and systematic sampling, a sample of 245 individuals was collected. A response rate of 86% was declared satisfactory for a correlational study design after 245 questionnaires were issued and 211 were filled out and returned. The research indicated that idealized influence predicts employee work performance considerably. In addition, the research concluded that employee work value congruence moderated the link between transformational leadership and employee job performance among lower-level insurance managers in Kenya. In order to increase transformational leadership effectiveness, the research suggests that leaders should uphold values aligned with those of their firm and educate their people on the same.

Implications of the study

This research is useful in that the management of an 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.

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Future Research

1) Future research should be conducted with qualitative research methodologies to gain insights into the level of feeling. Think about and use the information to improve or propose a different approach. And should be study another factors that affecting employee performance such as motivation factors, job satisfaction, or work-life program etc.

2) Future research should be study other causal factors as influential variables to increase the efficiency of personnel in the organization.

3) Future research should be study the factors, experience and expertise of the personnel. To create learning to cause further change in the organization.

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