การวิเคราะห์สภาพปัจจุบัน สภาพที่พึงประสงค์และปัจจัยต่างๆที่สนับสนุน
ภาวะผู้นำการเปลี่ยนแปลงในสถานประกอบการ

The Analysis of Current Situation, Ideal Situation and Factors Supporting
Transformational Leadership in Workplace

Nalinee Klangthong and Pornsook Tantraroongroj

บทคัดย่อ

การวิจัยนี้เป็นการวิจัยเชิงสำรวจโดยมีวัตถุประสงค์ 1) เพื่อศึกษาสภาพปัจจุบันและสภาพที่พึงประสงค์ด้านภาวะผู้นำการเปลี่ยนแปลง 2) เพื่อศึกษาสภาพการใช้คอมพิวเตอร์สนับสนุนการทำงานร่วมกันและความต้องการในการใช้คอมพิวเตอร์สนับสนุนการทำงานร่วมกัน และ 3) เพื่อศึกษาสภาพปัจจุบันและสภาพที่พึงประสงค์เกี่ยวกับการจัดการเรียนรู้ในสถานประกอบการภายในองค์กรเอกชน กลุ่มตัวอย่างประกอบด้วยบุคลากรจากองค์กรเอกชนจำนวน 4 แห่ง จำนวนทั้งสิ้น 400 คน ผลของการศึกษาครั้งนี้ชี้ให้เห็นว่าองค์ประกอบของภาวะผู้นำการเปลี่ยนแปลงที่ได้รับคะแนนเฉลี่ยสูงสุดทั้งสภาพปัจจุบันและสภาพที่พึงประสงค์ คือ การแสดงตนเป็นแบบอย่างที่ดี ในด้านของการใช้คอมพิวเตอร์สนับสนุนการทำงานร่วมกันนั้น บุคลากรส่วนใหญ่เห็นว่าการใช้คอมพิวเตอร์สนับสนุนการทำงานร่วมกันสามารถช่วยเพิ่มประสิทธิภาพการทำงานได้เป็นอย่างดี และเครื่องมือคอมพิวเตอร์สนับสนุนการทำงานร่วมกันที่ถูกนำมาใช้มากที่สุดในปัจจุบัน คือ ไปรษณีย์อิเล็กทรอนิกส์ (อีเมล์) สำหรับด้านการเรียนรู้ในสถานประกอบการ รูปแบบการจัดการเรียนรู้ที่ถูกนำมาใช้มากที่สุดในปัจจุบัน คือ การฝึกอบรม หัวข้อหรือประเด็นที่นำมาใช้ในการเรียนรู้ในสถานประกอบการมากที่สุดในปัจจุบัน คือ เรื่องที่เป็นปัญหาหรือเป็นสิ่งที่ผู้บริหารขององค์กรให้ความสนใจ

คำสำคัญ: คอมพิวเตอร์สนับสนุนการทำงานร่วมกัน/ ภาวะผู้นำการเปลี่ยนแปลง/ การเรียนรู้ในสถานประกอบการ/

ABSTRACT

Research purposes were 1) to investigate the current situation and the ideal situation of transformational leadership 2) to investigate the current usage of Computer Supported Cooperative Work (CSCW) and 3) to investigate the current situation and the ideal situation of workplace learning. The sample group was consisted of 400 samples from four private organizations in Thailand. The result of this analysis demonstrated that among four dimensions of transformational leadership, Idealized Influence was the highest mean scores for both current situation and ideal situation. Regarding the current usage of Computer Supported Cooperative Work (CSCW), most employees agree that CSCW can enhance efficient works and the CSCW tool which has been used in organizations at the highest score is an Electronic mail (E-mail). For workplace learning aspect, formal training was the highest score in term of forms or patterns of learning in organizations and topics was brought to learning management at the highest score are issues related to the management concerns.

KEYWORDS: COMPUTER SUPPORTED COOPERATIVE WORK/ TRANSFORMATIONAL LEADERSHIP/ WORKPLACE LEARNING

Introduction

Nowadays, we are in the globalized world and societies where technologies and innovations are moving forward rapidly. The world is changing more speedily than we can imagine and competitions in business markets become to be intensified. Therefore, organizations are looking for strategies to adapt themselves to survive in business competitions. To facilitate process of this transformation, one of the most popular strategies that has been used widely in various organizations is the leadership development for employees. Theoretically, there are several leadership styles. However, there is no one leadership style fits all companies. The leadership style that is suitable for each organization would depend on numerous factors

such as organizations' environment, organizations' culture and organizations' management system. The interesting question is "What is the leadership style that would fit for the globalization time?" The author studied and reviewed literatures related to leadership styles and found that one of the leadership styles which is appropriate with the change period calls "Transformational leadership".

"Transformational leadership" theory by Bass and Avalio (1994) consists of four main dimensions: Intellectual Stimulation, Individualized Consideration, Inspirational Motivation and Idealized Influence. Transformational leadership has been demonstrated as an effective leadership style in leading organization (Felfe & Schyns, 2004). It also has great effects on organization members' behavior and organizational outcomes (Tickle, Brownlee & Nailon, 2005). Fundamentally, transformational leaders encourage members to do more than requirements to attain unexpected and improbable goals (Antonakis, Avolio & Sivasubramaniam, 2003) by stimulating members to use their intellects. Transformational leaders also move other members beyond their self-interest (Bass, 1999) and they are role models of integrity and fairness provide support to all employees. Moreover, Transformational leaders stir the emotions and passions of members (Pierce & Newstorm, 2008). They focus on social values and appear in times of distress and changes (Bass, 1985). This type of leadership is an important antecedent to construct the confidence or strength when facing with difficult challenges or transformation in organizations (Bass, Avoilio, Jung & Berson, 2003).

Moreover, transformational leadership also impacts individuals' self-growth. Transformational leadership helps transform members of a group into individuals who transcend beyond self-actualization and their own self-interests. Along with this includes individual moral development. Transformational leaders commit themselves to selfless ideals and align their personal principles and values with that of the organization, group or even society. The impact of transformational leadership reaches every level of an organization. At the team level, members will care, stimulate, inspire and

motivate each other. Upper-level transformational leaders set an organization's direction and vision, influencing how lower levels of an organization operate. Transformational leadership can also help a company meet new challenges, such as during a company's reorganization, strategic redirection or downsizing.

When we realize that Transformational leadership is significant, the next question would suddenly come is "What would be the best way to enhance Transformational leadership for employees?" Currently when managing leadership development program, most companies think that formal training is the best effective way. Actually, formal training is just one of the efficient learning methods. For building transformational leadership, combined efforts by both individual member and organizations are required to mould employees into leaders. It is not only self-development or organizational responsibility, but rather the interactions between them are required to facilitate leadership development. The workplace learning for developing leadership can be managed by other effective ways such as brainstorming, seminar, coaching, workshop, discussion and etc. From the study of ASTD in 2014, the result revealed that the best model for the workplace learning is the 70: 20: 10 Model. This concept makes intuitive sense. Most of employees learn during the course of doing their work. A smaller percentage comes from mentoring or stretch assignments, and the smallest fraction comes from formal training, since that is where they spend the least time. Wahat, Krauss and Othman (2013) studied about leadership development through workplace learning, the result showed that leadership development should never be separated from organizational priorities. The three sub-themes which emerged in relation to leadership development in the context of workplace learning were: (a) informal mentoring in leadership development; (b) observation and reflection during leadership development and (c) developmental, challenging assignments in leadership development.

In this era, the technology has played an important role and has been integrated the lives of people. The practical workplace learning should take

advantages and benefits from technology. Nowadays, it easily seen that questions have been asked via e-mail, social network or the web board. Computers and technologies become to be more accommodating and supportive for both learning and working together. As the researcher in the educational technology field, the author desires to develop a learning model which has integrated technology in workplaces because technology serves learning and working together best when learners have numbers of resources and tools. Also employees should be encouraged to take advantage of the potential of technology to help them to meet the new expectations. After the review of related literature, it showed that Computer Supported Cooperative Work (CSCW) can enhance learning, working performances and communication between members in organizations. The three main purposes of CSCW are to support communication, to share data and information and to coordinate between members for high effective performances of organization.

Research Objectives

The following objectives were considered for this study.

1. To investigate the current situation and the ideal situation of transformational leadership from employees in private organizations in Thailand.

2. To investigate the current usage of Computer Supported Cooperative Work (CSCW) in private organizations in Thailand.

3. To investigate the current situation and the ideal situation of workplace learning in private organizations in Thailand.

Research Methodology

This study employed a quantitative research method. To collect data, the questionnaires were distributed to 460 samples in four private organizations in Thailand and were returned from 400 samples (86.96%). The sample of this research was calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level. The samples were selected based

on the following criteria; 1) were employees from the middle size private organization which has employed between 50 and 200 people, 2) were employees from the private organization in educational/instructional field, 3) were employees from the private organization which continuously use computers and technology to perform jobs, and 4) were employees from the private organization that emphasizes the human development, continuously promote learning within the organization and provide training or learning to employees at least twice a year. The questionnaires and research findings are analyzed by using the frequency, percentage and mean. The findings from this study helped the researcher to make a scale for measuring four dimensions of transformational leadership, the current usage of Computer Supported Cooperative Work and the current situation and ideal situation of workplace.

Research Findings

Results shown as the following:

5.1 Background information of the respondents

Table 1 Background information of the respondents (N = 400)

General Information	Number	Percentage
1. Gender		
Male	135	33.75
Female	265	66.25
2. Age		
Less than 25 years old	59	14.75
26 – 35 years old	154	38.50
36 – 45 years old	114	28.50
Above 46 years old	73	18.25
3. Education Level		
Under Bachelor Degree	48	12.00
Bachelor Degree	228	57.00

Master Degree	112	28.00
Doctoral Degree	12	3.00
Others	-	-
4. Position in organization		
Director	1	0.25
Deputy Director	2	0.50
Manager	63	15.75
Supervisor	60	15.00
Staffs	248	62.00
Others	26	6.50
5. Working Experience (Year)		
Less than 5 years	174	43.50
6 – 10 years	80	20.00
11 – 15 years	72	18.00
More than 16 years	74	18.50

As shown in table 1, the sample group consisted of 400 respondents, 135 of which were male (33.75%), and 265 were female (66.25%). The majority of them, 154 people (38.50%) were between 26 and 35 years old. Among these, 228 people (57.00%) earned the Bachelor Degree, and the majority of them, 248 people (62.00%) were the middle level employees. The respondents' working experience was mainly less than five years (43.50%).

5.2 The current situation and ideal situation for transformational Leadership
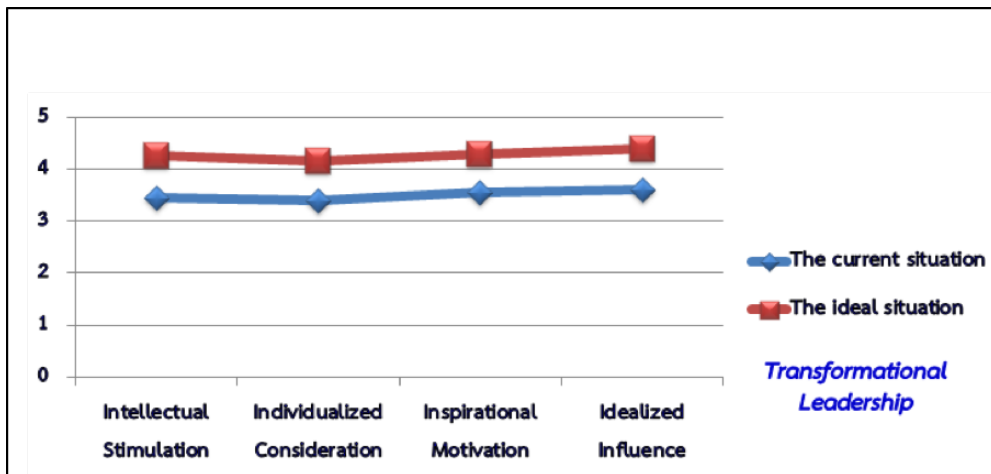

Figure 1 The current situation and ideal situations
for transformational Leadership (N = 400)

As shown in Figure 1, the results demonstrated that among four dimensions of transformational leadership, the rank of each dimension was the same for both current and ideal situations. Idealized Influence received the highest mean score (current situation: mean = 3.61 and ideal situation: mean = 4.41). Inspirational Motivation received the second highest mean score (current situation: mean = 3.55 and ideal situation: mean = 4.30). The third rank was Intellectual Stimulation (current situation: mean = 3.46 and ideal situation: mean = 4.26) and Individualized Consideration received the lowest mean score (current situation: mean = 3.39 and ideal situation: mean = 4.15).

5.3 The current usage of Computer Supported Cooperative Work (CSCW) in private organizations.

Table 2 The current usage of Computer Supported Cooperative Work (CSCW) in private organizations. (N = 400)

The current usage of Computer Supported Cooperative work	Frequency	Percentage
1. The ability to use computers and network information of employees		
Lowest	14	3.50
Low	-	-
Moderate	45	11.25
High	185	46.25
Highest	156	39.00
2. Computer Supported Cooperative Work known by respondents		
Chat, Instant Message	360	90.00
Web board	208	52.00
Social Media (Facebook, Twitter, Flickr, Instagram and others)	360	90.00
Electronics Mail: E-mail	377	94.25
Web blog	108	27.00
Wiki	233	58.25
File Transfer Protocol: FTP	170	42.50
3. Computer Supported Cooperative Work currently used in organizations		
Chat, Instant Message	305	76.25
Web board	73	18.25
Social Media (Facebook, Twitter, Flickr, Instagram and others)	256	64.00
Electronics Mail: E-mail	366	91.50
Web blog	47	11.75
Wiki	54	13.50
File Transfer Protocol: FTP	132	33.00

The current usage of Computer Supported Cooperative work	Frequency	Percentage
4. The Experience in using Computer supported Cooperative Work for communication in organizations. (Yes/No)		
No	16	4.00
Yes	384	96.00
- Chat, Instant Message	308	82.00
- Electronics Mail : E-mail	361	90.25
- Web Board	70	17.50
- Social Media (Facebook, Tweeter, Flickr, Instagram)	211	52.75
5. The Experience in using Computer supported Cooperative Work for sharing information in organizations. (Yes/No)		
No	21	5.25
Yes	379	94.75
- Web Board	50	12.50
- Social Media (Facebook, Tweeter, Flickr, Instagram and others)	219	54.75
- Weblog	13	3.25
- Wiki	30	7.50
- Websites	214	53.50
- Organization's Database	259	64/75
- File Transfer Protocol: FTP	158	39.50
6. The Experience in using Computer supported Cooperative Work for coordinating in organizations. (Yes/No)		
No	60	15.00
Yes	340	85.00
- File Transfer Protocol: FTP	184	46.00

The current usage of Computer Supported Cooperative work	Frequency	Percentage
- Shared calendars	266	66.50
- Others	-	-

7. Opinions about the current adequacy of Computer Supported Cooperative Work within

Very little and do not enough for the current usage	30	7.50
Little and not easy to access	76	19.00
Just enough for the current usage	149	37.25
Enough for the current usage and easy to access	137	34.25
Do not Know	8	2.00

8. Opinions about using Computer Supported Cooperative Work within organizations to enhance and promote efficient works.

A lot	325	81.25
A little	66	16.50
Do not help	-	-
Not sure	9	2.25

9. Opinions about usage trends and the need in using Computer Supported Cooperative Work within organizations.

Increasing	336	84.00
Not increasing	28	7.00
Not sure	36	9.00
Others	-	-

10. The current level of supporting in the use of Computer Supported Cooperative Work within organizations.

Highest	213	53.25

The current usage of Computer Supported Cooperative work	Frequency	Percentage
High	127	31.75
Moderate	39	9.75
Low	-	-
Lowest	21	5.25

As shown in Table 2, most employees in private organizations (46.25 percent) have high abilities in using computer systems and information networks. The Computer Supported Cooperative Work, which is known by employees at the highest score (94.25 percent) is an electronic mail (E-mail). The CSCW tool that is currently used the most to perform jobs in organizations is an electronic mail (E-mail) as well. 91.50 percent of respondents indicated that they are using an electronic mail (E-mail) as the main tool to communicate within organizations. 96.00 percent of respondents reported that they have experience in using CSCW for communication in organizations and the tool that has been primarily used is an electronic mail (E-mail). 94.75 percent of respondents have experience in using CSCW for sharing information in organizations and the tool that has been primarily used to share information is the Organization Database. In term of using Computer Supported Cooperative Work for coordinating within organizations, 85.00 percent of respondents have experience with this tool and the tool that has been used at the highest score is the File Transfer Protocol (FTP).

Besides that, 37.25 percent of respondents have opinions on the adequacy of Computer Supported Cooperative Work within organizations that CSCW are currently adequate for collaboration in organizations and 81.25 percent of respondents strongly agree that using CSCW can enhance and promote efficiency works. In addition, most employees, 84 percent of respondents,

have feedback about usage trends that volumes of using CSCW will be increased in the future because CSCW can effectively promote communication and collaboration among employees.

5.4 The current situation and ideal situation in workplace learning in private organizations.

Table 3 The current situation in workplace learning in private organizations (N = 400)

The current workplace learning management in private organizations	Frequency	Percentage
1. The form/pattern of workplace learning management in organizations		
The knowledge exchange by using the Internet.	161	40.25
Creating a database for knowledge management	182	45.50
Mentor	101	25.25
Offline and online discussion board	33	8.25
Creating a Forum for knowledge exchange	52	13.00
Training	371	92.75
2. The group who is responsible for learning management in organizations		
Management Level	231	57.75
Human Resource Team	240	60.00
Supervisor in each department/section	219	54.75
Information Technology Team	112	28.00
Employees	132	33.00
Others	-	-

The current workplace learning management in private organizations	Frequency	Percentage
3. Topics which are brought for workplace learning management in organizations.		
Topics related to the organization's vision, mission and goal.	281	70.25
Topics related to the management level concerns.	335	83.75
Topics related to employees' concerns.	186	46.50
Others	-	-

As shown in Table 3, employees in private organizations have opinion about workplace learning as following;

92 percent of all respondents indicated that the form/pattern of workplace learning which has been widely used in organizations at the highest score is training. Employees, 60 percent of respondents, stated that the group who are primarily responsible for learning management in organizations is the Human Resource Team and the second group is the management level. The topics which are mainly brought for workplace learning management are topics related to management level concerns.
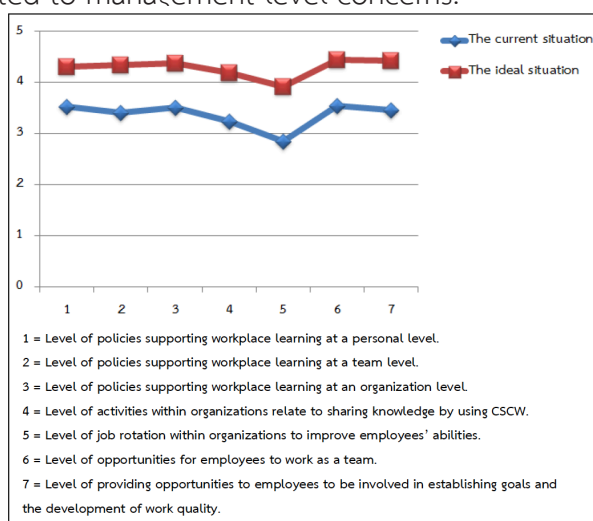

Figure 2 The Current situation and the ideal situation regarding workplace learning in private organizations (N = 400)

As shown in Figure 2, the level of policies supporting workplace learning at a personal level, overall opinions on the current situation are at a high level with an average score of 3.53 and opinions on the ideal situation are at the highest level with an average score of 4.31. The level of policies supporting workplace learning at a team level, overall opinions on the current situation are at a high level with an average score of 3.41 and opinions on the ideal situations are at the highest level with an average score of 4.34. For the level of policies supported workplace learning at an organization level, opinions on the current situation are at a high level with an average of 3.51 and opinions on the ideal situation are at the highest level with an average score of 4.37.

Regarding the level of activities within organizations that related to sharing knowledge by using Computer Supported Cooperative Work, opinions on the current situation are also at a high level with an average score of 3.23 and opinions on the ideal situations are at the highest level with an average score of 4.19. For the level of the job rotation within organizations to improve employees' abilities, employees' opinions showed that the job rotation in organizations are in the middle level and they would like to have the job rotation at the high level with an average score of 3.92. For the level of employees' opportunities to work as a team, an average score of the current situation is 3.54 with the high level and opinions about the ideal situation are at the highest level with an average score of 4.44. The level of providing opportunities to employees to be involved in establishing goals and the development of work quality, opinions on the current situations are at a high level with an average of 3.45 and opinions on the ideal situation are at the highest level with an average score of 4.42.

Research Conclusion and Discussion

Results of the research on the current situation and ideal situation of transformational leadership, the current usage of Computer Supported

Cooperative Work and the current workplace learning in private organizations in Thailand were concluded and were able to discuss as follows.

1. In this study, regarding four dimensions of transformational leadership, Idealized Influence and Inspirational Motivation received the highest mean scores for both current situation and ideal situation. These dimensions clearly represent the charismatic aspect of transformational leadership (Bass & Avalio, 1994). It implies that most employees believe that they are acting as role models and always motivate other members in organizations. However, they still think that their characteristics for these two dimensions should be increased. This may happen because they realized that charismatic leadership is an effective leadership style that can fulfill the requirements of effective change and is able to mobilize their organizations in the transformational world. The findings of this study supported previous research (Zaidatol Akmalih, Zakaria, & Sharifah, 2004; Voon, Lo, Ngui, & Ayob, 2011; Lo, Ramayah & Min, 2009) which also found that Inspirational Motivation and Idealized Influence were the highest mean scores among the heads of departments in Malaysia.

Among four dimensions, Intellectual Stimulation and Individualized Consideration received the lowest mean scores for both current situation and ideal situation. Regarding Intellectual Stimulation, as the result displayed that currently employees do not seek differing perspectives enough when solving problems, do not try enough to look at problems from many different angles and do not suggest new ways of looking at how to complete assignments as well. With regard to Individual Consideration, the result showed that employees realized that they do not spend time teaching and coaching, do not consider others as having different needs, abilities, and aspirations. Actually, displaying Intellectual Stimulation and Individualized Consideration behaviors are very important for being leaders because these characteristics actually engage abilities in motivating others to be active, creative, and innovative. These findings also supported previous research (Zaidatol Akmaliah et al, 2004; Voon et al, 2011; Lo et al, 2009) conducted in different discipline

in Malaysia which found that Intellectual Stimulation and Individualized Consideration received the lowest mean scores respectively. It can be concluded from the findings that among four dimensions of transformational leadership, the level of Intellectual Stimulation and Individualized Consideration for employees in private organization need the highest improvement. Organizations should emphasize and focus on the difference between individuals. Members should be provided the opportunity to express their abilities and potentials thoroughly.

2. Regarding the usage of Computer Supported Cooperative Work, the findings shown that computers and technologies effectively support learning atmosphere and working together and the usage will be increasing in the future. Employees are using CSCW for communicating, sharing information and coordinating in organizations at the very high rate, especially for communication. Email is also still the important tool used widely. Even though social networks are trying to replace email communication, there is certain information which users cannot exchange via social networks due to the security purpose.

The result also shown that currently, the level of supporting indicates that the use of Computer Supported Cooperative Work is at the highest level. This technogy can facilitate employees to perform job effectively and meaningful technology integration cannot succeed in the absence of supporting by the management level. Even though the result showed that the support in the use of Computer Supported Cooperative Work within organizations is currently at the highest level, the management level must ensure that they do not support the use of Computer Supported Cooperative Work or technology with lacking of vision and commitment because lacking of vision and commitment by the management level is a key negative influence on implementing technology integration in the organization. In addition, the management should allocate and improve the information technology of the organization continuously.

3. Regarding workplace learning, there have been discussions about the most effective way for many years. Even the result from several studies, including this study, revealed that the most popular method that has been used the most is formal training, there also has been studies indicated that informal training provided the better result for building employees' skills and characteristics. Actually, the most important question about enhancing skills and characteristics for employees is not about informal or formal learning method, but it should be about 1) how much the individual engaged in learning and activities to acquire required skills and characteristics or 2) required skills and characteristics have been promoted after attending in learning activities or not.

Recommendations for the Future Research

Leadership characteristics are intangible and are difficult to measure accurately. Most measurements for leadership characteristics in several studies are self-evaluation and evaluations by others which still can be inaccurate. When researchers study about leadership, researchers should assure that the measurement is valid and can provide the accurate result as much as possible. Leadership cannot be about people-centricity alone. The use of metrics in assessing the results of inputs of the followers or colleagues is one of the key aspects of leadership assessing. However, when leadership assessment will come from followers or other colleagues, researchers must ensure that they are comfortable to inform the negative feedback to leaders. So the truth will not be limited by leader's authority. The further research should focus on how best to assess leadership effectiveness by using current instruments appropriately and widely. The assessment can be by using questionnaires, 360 degree evaluation, references, interviews and so on. Also it should be as-sessed in accordance with research purpose.

Acknowledgements

References

Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the multifactor leadership questionnaire. *The Leadership Quarterly*, *14*(3), 261-295.

Bass, B. M. (1985). *Leadership and performance beyond expectation*. NewYork: Free Press.

Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, *8*(1), 9-32.

Bass, B. M., Avoilio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, *88*(2), 207-218.

Bass, B. M. & Avolio, Bruce J. (1994). *Improving organization effectiveness through transformational leadership*. Thousand Oaks: Sage.

Felfe, J., & Schyns, B. (2004). Is similarity in leadership related to organizational outcomes? The case of transformational leadership. *Journal of Leadership and Organizational Studies*, *10*(4), 92-102.

Lo, M. C., Ramayah, T., & Min, H. W. (2009). Leadership styles and organizational commitments: a test on Malaysia manufacturing industry. *African Journal of Marketing Management*, *1*(6), 133-139.

Pierce, J. L., & Newstorm, J. W. (2008). *Leaders & the leadership process: readings, self-assessment & applications* (5th ed.). New York, NY: McGraw-Hill/Irwin.

Tickle, E. L., Brownlee, J., & Nailon, D. (2005). Personal epistemological beliefs and transformational leadership behaviours. *Journal of Management Development*, *24*(8), 706-719.

Voon, M. L., Lo, M. C., Ngui, K. S., & Ayob, N. B. (2011). The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. International *Journal of Business, Management and Social Sciences*, *2*(1), 24-32.

Wahat, N., Krauss, S., & Othman, J. (2013). Leadership development through workplace learning in Malaysian. *Canadian Center of Science and Education*, *9*(5), 298 – 306.

Yamane, T. (1973). *Statistics: An introductory analysis*. New York, NY: Harper and Row Publication.

Zaidatol Akmalih, L. P., Zakaria, K., & Sharifah, M. N (2004). Leadership practices of principals of Sekolah Harapan Negara: A comparative study. Rahimah, H. A & Tie, F. H. (Ed.), *Principalship and school managemen*t (pp. 133-142).

. . . .

Authors

Nalinee Klangthong, Department of Educational Technology and Communications, Faculty of Education, Chulalongkorn University Email: nalinee.k@hotmail.com

Assistant Professor Pornsook Tantraroongroj, Ph.D., Lecturer, Department of Educational Technology and Communications, Faculty of Education, Chulalongkorn University Email: ptantrar@gmail.com