

## Leadership of Educational Change in Thailand 4.0

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### ABSTRACT

*The objective of this article was to propose educational transformation leadership in Thailand 4.0 to drive operational vision, create motivation to develop yourself and individual persons in the organization, build relationships with individuals, build human relations and strengthen morals and ethics in organizational management. Results can make changes based on the concept of Thailand 4.0 through the use of innovation, create participation inspiring the development of organizational strengths, and take care of colleagues and the organization to develop in a better direction sustainably on the basis of new innovations. It is to develop the country's education to keep up with the changes in society and the pace of the world and the context of the country.*

### Keywords

Educational Leadership, Transformational Leadership, Thailand 4.0.

### I. INTRODUCTION

In an era of change and intense competition which is becoming more and more violent day by day. As Thailand is part of the global community, therefore, it is inevitable that the economic impact will be affected society and politics. This can be clearly seen from the problems and conditions of the economic crisis, society and politics today. It is therefore an interesting point that in this condition. How should Thai society be adapted to change and develop oneself? In order to be able to sustainably survive have peace and can overcome crises on various sides that we are facing [1] which is consistent with the concept of educational reform.

Education reform, therefore, requires professional educational administrators to lead educational institutions. accomplish the mission and roles and duties of educational institutions being a managerial professional requires specific knowledge, abilities, and attributes and requires a management process that emphasizes participation of personnel from all departments, all institutions, and related organizations outside the educational institutions and management by using an organization, team of people, as well as leading school-based management (SBM) [2].

School administrators are therefore the most important machines because he is the leader of the policy and the project into action. If the implementation of the policy is good, it will benefit teachers, students, parents as well as communities and educational institutions, which the administrators of the educational institutions will be able to achieve success or failure in management. The administrator of the educational institution must have appropriate administrative behavior and must be a leader in management that has both transformation and development of the organization concurrently [3].

Similarly, Bass cited in Apiwanna Kaewlek said that modern managers should have to develop themselves to have leadership qualities that matter. The two types are exchanging leaders and transformational leaders, which are in

line with the concept of Burn, referred to in Suthep Pongsriwat, on the exchange of leadership and transformational leadership in the study of political leadership, Bern explains that both types of leadership influenced changes in various aspects of the organization affect colleagues to the supervisor or to the subordinate, which will cause. The current organization's operations are smooth and efficient (Efficiency) resulting in good results (Excel). Leaders and followers are strongly bound together. This is because of the leadership of the executives. will influence co-workers, which will help to make efforts to work beyond the specified goals influence change attitudes, beliefs, motivations and build confidence in the followers in another way. This article aims to present the transformational leadership in the Thailand 4.0 era by emphasizing the use of new innovations in educational institution management, with details that must be understood as follows [4].

### II. DEFINITION OF TRANSFORMATIONAL LEADERSHIP

Academics in education have given the meaning of the word leadership and presented an interesting idea as follows.

Royal Academy has given the meaning of leadership that means characteristics, prestige, virtue, expertise and the situation of a person or position that has a constructive influence on others cause cooperation by using change management and carrying out activities to achieve the goals of a group or organization [5] and Chaiset Phromsri has defined leadership that means the process of persuading and motivating both leaders and followers to achieve the objectives of the organization through change [6] while Samrathanat has defined leadership as meaning using the influence of a person or of a position motivate a person or group follow their opinions and needs willingly, willing to cooperate in order to achieve the group objectives as set out. Leadership is the ability to actively influence or persuade others to find a way to achieve a given objective and is to

bind or fuse groups into one and encourage them to progress towards their goals [7].

Another issue is about influential leadership have a personal character and have the ability. Academics have given the following meanings: Sermsak Wisalaporn has given the meaning of leadership that means use of personal influence or of the position for others to agree to follow in order to lead to the goals of the group as defined or refers to a form of interpersonal influence. [8] Payom Wongsarsri has defined leadership as meaning. The process by which one person (leader) uses his influence and power to motivate another person (follower) to be active willing to do what he wants with organizational goals as the final destination, [9] while academics define leadership with personal characteristics and have the following abilities:

Wichian Witthayaudom has defined leadership as meaning. The personality traits of a person is to behave when interacting with a group. It is an ability that occurs during collaboration or participate in the same event in order to make the group's activities carry out their goals and be successful. Leadership is more or less dependent on experience and the training of each individual [10] and Wipada Guptanon said that a leader (Leader) refers to a person who has the ability to make the organization progress and achieve goals by exerting influence over the attitudes and actions of others [11].

A leader can be a person holding an official or informal position which we are always aware of about unconventional leaders. Because the person has a distinctive character that is accepted by the members of the group causing members to exhibit weighty and united behavior. He will use leadership to operate and direct by using a correlated process in order to achieve the goals of the group. It can be concluded that leadership must have prestige, virtue, and expertise. Possessing persuasive skills and motivation for both leaders and followers influence and power can lead the organization and organization to change in time with the new culture in the changing world.

### III. CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP

**Transformational Leadership Characteristics**  
Transformational leadership consists of four important characteristics: vision, motivation focusing on individual relationships and have morals and ethics which are detailed as follows.

2.1 Vision means a vision of the future of an organization where all leaders and practitioners join forces to create their imaginations or dreams from the ground up of the present reality by connecting them with their goals, missions, values and beliefs, explain clearly the direction of the organization with powerful challenges. Ambitious and possible as well as emphasizing the determination to do good things for service users, namely customers and society.

Organizational vision causing a change in the right direction. This gives advantages in management and management leading to good competition with other organizations because there is a direction in creating goals for the future vision characteristics. It should consist of three characteristics: mission, objective and expected results. In short, what do you want to accomplish (mission)? Why do

you want it to be accomplished (Objective)?, and what is your expectation? (Expected outcome) Describe the vision in prose or whatever, may the vision message be a colorful message. Motivational and compact, conveying the same meaning. Visionary Leadership Development Executives or leaders in the globalization era must develop people to organizational knowledge and skills of the team to manage and manage the organization in the current competition of the country and the world. Therefore, the leader or executive must be professional. In fact, this executive has to be really skilled and a person with great goals, highly ambitious, energetic and intelligent and tactful to compete in the development of the organization continuously (Competitiveness Continue). Executives must have a unique personality. A person who has the best strategies for coaching and seeking cooperation. In general, executives need to know how to choose someone with a communicative and teaching ability to represent their successor to jointly create the organization to develop towards the future goals (Future Development Goal).

2.2 Motivation, it means that the leader behaves in a motivating way that inspires the followers by creating internal motivation by giving meaning and challenging the work of a follower, the leader will invigorate the Team Spirit. There was an expression of enthusiasm by build a positive attitude and positive thinking. Leaders expose followers to a beautiful picture of the future. Leaders clearly create and convey the hopes that leaders desire. Leaders show devotion or commitment to common goals and vision. Leaders will show confidence and show strong intentions will be able to achieve the goal. Leaders help followers overlook their own interests to create a vision and corporate mission. Leaders help followers develop their commitment to long-term goals and often find this motivational through taking into account the individuality and intellectual stimulation by taking into account the individuality, the followers feel that they are valuable and encouraging. They can deal with the problems they face. Intellectual stimulation allows followers to deal with their own obstacles and to foster creative initiatives.

2.3 Focusing on individual relationships, it will focus on the development of individual subordinates with care to each subordinate, the leader will treat the subordinates differently according to their needs and the ability of each subordinate to form a one-on-one relationship between supervisor and subordinate to develop leadership lead and help make better informed decisions.

Leaders have a relationship with individuals as a leader, providing individualized care to their followers and making them feel valued important and important Leaders will be coaches and consultants (Advisor) of each follower for follower development. Leaders pay special attention to individual needs for individual achievement and growth. Leaders develop the potential of their followers and to join the event to be higher. Leaders will also treat their followers by providing them with opportunities to learn new things, creating an atmosphere of advocacy that respects differences between people in terms of necessities and needs.

Leader's behavior shows that understanding and accepting differences between people, for example, some people are more encouraged. Some people are empowered to make their own decisions. Some people have standards more stringent. Some people have more work structures. Leaders promote

two-way communication and are managed by walking around.

Personally, leaders are interested in individual concerns. See the individual as a whole person rather than as an employee or just a factor of production. Leaders have effective listening. There is empathy for them to take care of us (Empathy). Leaders are assigned tasks as a tool to develop those by giving the followers the opportunity to use their special abilities to the fullest and learn new challenging things. The leader will supervise the followers if they need advice. Supporting and helping to progress in the work that Taking responsibility by the follower will not feel that he is being investigated.

2.4 Moral and ethics being a good management relying on skill alone is not enough to rely on morality. Ethics include. Therefore, executives must have morals and ethics, have moral principles, know what is good and what is bad, what should be done and what should not be done.

Change leadership characteristics include: The four important characteristics are:

1. Vision of creating a picture of the future or foreseeing the future, which is the goal of walking towards the future by adopting a planning system or referring to what you want to see in the future and is something better vision comes from knowing and thinking through wisdom and strives to make it happen.

2. Inspiration, it is the behavioral level that the leader demonstrates in the management or work that is a process that makes the participants intrinsically motivated not looking for personal benefit but is dedicated to the group, has set a high standard of work and believe that it can achieve its goals have a strong determination to work. There was encouragement for the participants. The participants were encouraged to realize the importance of the event.

3. Focusing on individual relationships, it is that the administrators of the educational institutes accept, respect and give importance to Participants took care to meet the needs of each participant according to individual differences, show appreciation for the abilities of the participants. Participate in the event to encourage participants to develop themselves consultation and find a way for the participants, participating in mentoring decisions to practice mentoring. Manage the provision of information, information, knowledge, assign special tasks to the co-workers conversation friendly create a warm and sincere atmosphere for each other in their work.

4. Ethics and ethics of executives. Executives who behave and behave in accordance with morals and ethics. Being a good role model in every aspect, using ethical principles in management, having morality in performing duties not selfish not to encroach or damage others to cause trouble have generosity.

#### **IV. RELATIONSHIP BETWEEN EXCHANGE LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP**

Based on the concept of Bass [12], the exchange process of exchanging leaders is similar to Vroom theory [13], which is the force by which a person makes an effort to Performance, whereby a person's effort to achieve the desired outcome depends on two factors:

- 3.1 Confidence or expectation that results can be achieved by means of do his job.

- 3.2 The value of the result must be desired which the expectations in the effort will change to performance. expectations exchange leaders must recognize the role of followers as they act in order to achieve results that meet the needs of the leader. Leaders must be clear in their roles and create clarity so that followers are assured of meeting their objectives while the leader knows the followers what they want, and the follower knows that these needs will be met in exchange for efforts and his performance, but transformative leaders have a process of transforming those followed by inspiration and satisfying higher demands. Transformative leaders can enhance need and awareness of how to get the job done. Leaders motivate followers to realize the benefits of groups or organizations to raise awareness and arouse higher levels of demand which freed from interested in personal interests to the objectives and mission of the organization will be able to make efforts and more confidence than usual. The level of this effort is beyond expectations. Leaders will determine, the standard of performance was kept high and it inspired those who followed it, Bass & Avolio [14].

It shows that there are two differences between the relationship between exchange leadership and transformational leadership:

1. Even transformational leadership knows the current needs and goals of subordinates, but change leadership is different from proactive change leadership in The point that efforts to raise the needs of subordinates can be achieved by raising expectations of subordinates in relation to their needs and to perform tasks such as provoking the subordinates more responsible giving more freedom to work.

2. Leadership change different from proactive exchange leadership in which Transformational leadership seeks to develop subordinates to be leaders and able to solve problems of oneself and others. As the government strives to push the country towards Thailand 4.0, an economy that uses creativity, innovation and high-value services.

#### **V. LEADERSHIP THAILAND 4.0**

In the same way, leaders who lead knowledge base workers need to change the style of leadership from the old to the new one as follows:

- 4.1 From using the command to create participation. Past leaders led many workers who were manual/ low-skilled workers. Leadership therefore focuses on the masses. They must follow the procedures, systems, regulations, and orders to control the masses. Workers use very little discretion in their work. Therefore, the leader must ensure that whatever he or she commands will be followed by every word, it seems reasonable that the use of the command in the original context would be most appropriate.

When we come to Thailand 4.0, we are talking about a new group of workers using the knowledge base to work. They use data as raw material. They use more discretion in their work. What's more, we have Millennial Generation, the new generation between 22-29 years old, coming into almost every organization. This generation was not used to being given orders.

Solution: You need to be more engaged. That's why many organizations are starting to adopt the engagement process. This process begins to measure the level of employee engagement with the organization/employer. To what level does the organization wish to reach?, and what to do to reach the desired level which is usually done continuously every year.

4.2 From Control to Inspiration In the past, leaders had to ensure that regulations, rules and policies were strictly followed control is therefore necessary, but knowledge base 4.0 workers need more than control. He needs inspiration to work.

The solution: Leaders 4.0 need to be open-minded accept more diversity.

4.3 From issuing orders Asking for thought, Peter F. Drucker once said: "Leaders in the past knew everything to order people to work. Future leaders need to know how to ask." More and more leaders have to start managing more and more knowledge-based workers. Knowledge-based workers tend to know more in their jobs than their bosses. Nowadays, you're going to say that we know more about your work than you. It's more and more difficult. You can't tell me to do something like that because he knows his job better than us. Future leadership therefore takes a lot of time to discuss need to exchange more information. You can't go to order one child. This might be a very difficult thing for a typical leader.

The solution: Introducing the book "Quiet Leadership" by David Rock, which makes us a leader who asks questions and knows how to make people think for themselves.

4.4 From focusing on solving weaknesses, it is more interested in using strengths. In the past, we required people to work by rules, procedures, so there were only a few correct ways to do the job. Most of the jobs are in the tangible manufacturing sector. We see which processes are right/wrong. In the production line, quality control allows us to see which products are defective. Now comes the age of knowledge-based workers who need more advanced skills in their work. People are already part of the work process. It is difficult to verify the quality of the results. Most of the time, the results of the work will be seen when the work has been completed.

Therefore, trying to watch out to prevent inferior services becomes more difficult. We therefore need to focus on strengths instead. Leaders 4.0 are people who raise the right hand. They care about strengths. Today, there is an increasing trend of strength-based management, from many gurus, the concept of positive psychology has been applied to drive leading organizations. More and more, the solution: learn to unleash a person's strengths.

4.5 From training only to adding coaching Training is still important because it is helpful for us to want to teach people a basic knowledge of a specific subject, but leadership 4.0 training alone is not enough. Knowledge base workers are increasingly required to exercise discretion in their work. Discretion means having a wide variety of responses from different contexts, circumstances, and individual ethics. Therefore, leaders have to talk more with each worker. Leaders must listen provide feedback that the discretion made how to do well and coaches to know how to improve.

The solution: learn to listen more [15]

## VI. BODY OF KNOWLEDGE

From the study of leadership in educational change in Thailand 4.0 era, initially, the author summarizes the knowledge gained from the study as follows:

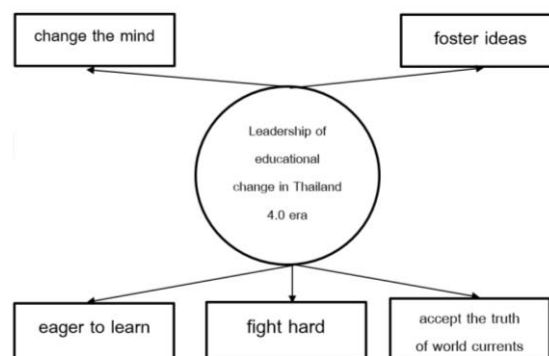


Figure 1 Body of knowledge from the study

From Figure 1, body of knowledge obtained from the study of educational change leadership in the Thailand 4.0 era, where educational institute administrators need to change their minds, build ideas, want to learn, fight difficult things that happen in a changing society and accept the reality of the changing world in order to change the educational institution to the school of change in the disruption era.

## CONCLUSION

It can be concluded that the obvious issues in the leadership change in Thailand 4.0 are changing minds, thoughts, wanting to learn, fighting difficult things, accepting the reality of the global trend that has changed these things. Leadership must be assertive. Stand up to find their shortcomings that are still lacking from the concept of Thailand 4.0 and seek ways to develop themselves to keep up with the knowledge that has to follow the global trend of society. Therefore, the transformational leadership in Thailand 4.0 is the transformation of leaders to strengthen and develop operational vision creating motivation for the work of oneself and those in the organization focusing on individual relationships create human relations and have morals and ethics in organizing the organization by changing from the use of orders to create participation, from control to inspiration from issuing orders to asking questions to use their thoughts from focusing on solving weaknesses. It is more interested in using strengths and from training alone This is to add coaches to take care of colleagues and the organization to develop in a better, sustainable direction.

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