

LEADERSHIP DEVELOPMENT FOR NEW GENERATION OF EXECUTIVES OF MAHACHULALONGKORNRAJAVIDYALAYA UNIVERSITY

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ABSTRACT

This research is objective to study the desirable leadership characteristics, the factors affecting the desirable leadership characteristics and, to propose the model for leadership development for new generation of executives of Mahachulalongkornrajavidyalaya University. Mixed methods research applying equal and parallel qualitative and quantitative methods was used for research design. Content analysis and analytical induction were used for analyzing qualitative data and quantitative data were analyzed by descriptive statistics and multiple regression analysis with a computer program. Results were showed as follows: Iddhipada 4 as a Buddhist principle, 3 qualifications, and 3 leadership characteristics, and 6 factors affecting the desirable leadership characteristics of new generation executives of Mahachulalongkornrajavidyalaya University. These compositions will link to 6 aspects of desirable leadership characteristics consisted

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of global vision, excellent management, responsibility, morality, thinking innovation, and international language.

Keywords: Leadership development, new generation, executives of
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1. INTRODUCTION

The above problems that, making organizations in Thailand for began to realize and pay attention to the development of leadership. That, the succession of various levels of organizational management. The personnel are in the potential group especially with the new generation of personnel “The concept of a new generation of leaders of unique characteristics” (Weerawat Pannitamai, 2001) should have the following as:

- 1) High potential by combining
- 2) The skill is evident
- 3) A lot of experiences
- 4) The successful on a young age
- 5) The new generation leader's personality has unique characteristics

Mahachulalongkornrajavidyalaya University is a higher education institution. Which, has the same situation as other organizations under the influence and effects of change, along with the pressure from various external environmental aspects. That, leads to the need for university adjustment to be able to support and maintain. Including, the role for development various missions can be continued. But, at the same time, the significant changes which is born within the university. That is the retirement condition of various levels of organizational management. Which, tend to cause problems related to gaps and continuity of the organization for executives. Therefore, Mahachulalongkornrajavidyalaya University needs to learn and develop the system and process of leadership development for new generation personnel.

2. RESEARCH OBJECTIVE

2.1 To study the desirable leadership characteristics of new generation executives of Mahachulalongkornrajavidyalaya University

2.2 To study factors affecting the desirable leadership characteristics of new generation executives of Mahachulalongkornrajavidyalaya University

2.3 To propose the model for leadership development for new generation of executives of Mahachulalongkornrajavidyalaya University.

3. RESEARCH METHODOLOGY

This research is a kind of mixed methods research applying equal and parallel qualitative and quantitative methods was used for research design. Qualitative data was collected from 17 key informants by in-depth interview. The developed model was examined by focus group discussion with 12 respondents. Quantitative data were collected from 305 samples who were the new generation of the executives of Mahachulalongkornrajavidyalaya University by a stratified random sampling. Content analysis and analytical induction were used for analyzing qualitative data and quantitative data were analyzed by descriptive statistics and multiple regression analysis with a computer program and focusgroup discussion then synthesized as a body of knowledge.

4. RESEARCH RESULTS

4.1 The desirable leadership characteristics of new generation executives of Mahachulalongkornrajavidyalaya University

1) By in-depth interview as follows; (1) particular characteristics. Full of basic knowledge and communication skill with foreign language. Good knowledge, education, experience and information technology. Perform good vision with value integrated with knowledge Excellent at management skills. Having human relations to all, having skills of communication, life skill, problem solving and compromise.

Full of precepts, concentration, wisdom and loyalty to the organization. Understand organizational context, focus on development, sustainable development of innovation, and realize to external effect.

(2) Unique Characteristics To have the ability of language and communication. Good role of model with morality and ethics. Ready to learn, working as a team and accept the change. Expert at academic and English language. Positive thinking, transfer the vision and building social network. Excellent, good, high quality and hardworking. Teamwork and brave to make the decision.

(3) Core competencies Loving organization and having creativity. Being a good executive and full of knowledge. Develop skill of process thinking to initiate and create the organization. Working as a team. Respect the idea of staff and colleague. Encourage and help to solve the problem. Having systematic thinking and vision, building collaborative network. and adjust to the change. Having good attitude for the achievement. Full of knowledge, human relations, loyalty, honest, teamwork and brave.

2) By Survey research as follows; The samples from 305 samples who were the new generation of the executives of Mahachulalongkornrajavidyalaya University were 50.00 percent of male and 26.00 percent of monks. The highest group of age was 30-44 years old which showed 51.70 percent and the next group was 45-59 years old of 24.70 percent. The highest position was supporting staff which showed 37.70 percent and the next group was 35.00 percent of lecturers. Most of their job was teaching which showed 37.70 percent and 26.00 percent of support teaching. The highest samples were from main campus (Wangnoi) which showed 42.70 percent and the next group came from Buddhist College (16 places) showed 22.00 percent. Most of their experience was working 5-10 years in MCU which showed 42.30 percent and 40.00 percent for the one who worked less than 5 years.

The overall result of structure of Mahachulalongkornrajavidyalaya University was at high level ($\bar{x} = 3.78$) and all aspects showed at high level. The first

3 highest levels were 1) having a position within a clearly command line ($\bar{x} = 3.84$), 2) staff is assigned duty following job description ($\bar{x} = 3.81$), and 3) working process is set systematically in your division, and the scope of work is set and related to job description ($\bar{x} = 3.76$).

The overall result of regulation of Mahachulalongkornrajavidyalaya University was at high level ($\bar{x} = 3.79$) and all aspects showed at high level. The first 3 highest levels were 1) know about the regulation of the university and practice and follow the regulation of the university ($\bar{x} = 3.84$), 2) university has clearly criteria for job assessment with fairness and provides staff the opportunity of sustainable development ($\bar{x} = 3.79$), and 3) having satisfaction on the regulation of the university ($\bar{x} = 3.71$).

4.2 The factors affecting the desirable leadership characteristics of new generation executives of Mahachulalongkornrajavidyalaya University

1) By in-depth interview as follows; (1) External Environment The quickly change of environment is the factor that executive should learn and try to explore new body of knowledge. They should have clear vision and communication in the organization, understand the target, having responsibility, setting leadership and executive curriculum, and planning job description. Which is related to economic and cultural management, including the competency to determine the policy and development plan. and cultural, technology and world's change are important factors, so leaders has to ready for improve themselves and have the capacity to solve the problem in any situation. (2) Internal Environment (man, place, organizational culture) MCU Student and staff have to take responsibility for their actions, punctual and being the good role model for social. The staff's abilities have to improve with standards and checked by professional standard agency. Which are the sufficient of the building and the standard of management. Internal environment such as the building, infrastructure, human resource management are acceptable. Organizational cultures are influence to university improvement and

the opportunity to improve leadership with morality to be the good role model for the social. (3) Expectation The purpose of MCU is center of learning Buddhism, to study in Buddhism field is only in MCU. Good education management, languages, information technology and coordination, acceptable from both of internal and external. Knowledge in specific subjects, expert in Buddhism, focus on good governance. Always creative, not focus only daily work, assign proper work to others and have time to make an improving plan. Professional executives should lead team to create new things, encourage staff to have leadership skill, have the purpose to develop and improve the employees in the future. Emphasize on transparency organization University should have the standard employees selection that employ people who has skill match with each job.

2) By used survey research (a multiple regression analysis) as follows; The analysis result had also shown that these 10 independent variables had very high correlation of $r = .797$ and these independent variables accounting the variation in desirable leadership characteristics = 63.60 percent which correlated to research hypothesis. The value of F showed at significance $\text{sig} = .000$ means at least 1 independent variable effects to dependent variable at a significance level of .01 or .05 and the regression equation showed as below:

The Equation of Unstandardized Coefficients

$$\text{Desirable Leadership Characteristics (Y)} = .976 + .059X_{11} + .071X_{15} + .147X_{21} + .100X_{22} + .092X_{23} + .106X_{24}$$

The constant value = .976 means that one who had $X_{11}=0$, $X_{15}=0$, $X_{21}=0$, $X_{22}=0$, $X_{23}=0$, $X_{24}=0$, the score of desirable leadership characteristics will be .976.

$X_{11} = .059$ means while the value of the university has shown unity of command line increase 1 level, the score of desirable leadership characteristics will increase .059 and other independent variables were constant. This means that the university has shown unity of command line effects to desirable leadership characteristics at a significance level of .05.

X15 = .071 means while the value of the scope of work that related to job description increase 1 level, the score of desirable leadership characteristics will increase .071 and other independent variables were constant. This means that the scope of work that related to job description effects to desirable leadership characteristics at a significance level of .05.

X21 = .147 means while the value of knowing about the regulation of the university increase 1 level, the score of desirable leadership characteristics will increase .147 and other independent variables were constant. This means that knowing about the regulation of the university effects to desirable leadership characteristics at a significance level of .01.

X22 = .100 means while the value of having satisfaction on the regulation of the university increase 1 level, the score of desirable leadership characteristics will increase .100 and other independent variables were constant. This means that having satisfaction on the regulation of the university effects to desirable leadership characteristics at a significance level of .01.

X23 = .092 means while the value of practice and follow the regulation of the university increase 1 level, the score of desirable leadership characteristics will increase .092 and other independent variables were constant. This means that practice and follow the regulation of the university effects to desirable leadership characteristics at a significance level of .01.

X24 = .106 means while the value of university has clearly criteria for job assessment with fairness increase 1 level, the score of desirable leadership characteristics will increase .106 and other independent variables were constant. This means that university has clearly criteria for job assessment with fairness effects to desirable leadership characteristics at a significance level of .01.

In addition, result can be analyzed and presented in standardized coefficients as below:

The Equation of Standardized Coefficients

$$\text{Desirable Leadership Characteristics (Z)} = .098Z_{11} + .107Z_{15} + .219Z_{21}$$

4.3 The model for leadership development of new generation executives of Mahachulalongkornrajavidyalaya University Three characteristics for leadership development for new generation of executives consisted of 1) particular characteristics, 2) unique characteristics, and 3) core competencies.

Six factors affecting the desirable leadership characteristics of new generation executives of Mahachulalongkornrajavidyalaya University that appropriate for training of leadership development were 6 independent variables as a predictor variable in the regression equation consisted of 1) the university has shown unity of command line, 2) the scope of work is set and related to job description, 3) know about the regulation of the university, 4) having satisfaction on the regulation of the university , 5) practice and follow the regulation of the university, 6) university has clearly criteria for job assessment with fairness.

In Addition, the key informants from focusgroups discussion to propose the Iddhipada 4 (Four Successful Paths), The three qualifications for being the criteria of the new generation of executives , Six desirable leadership characteristics for New Generation of Executives of MCU.

Iddhipada 4 (Four Successful Paths) that means path of accomplishment or basis for success. The four paths are described by the following: 1) Chanda means the aspiration or will to nobly do a particular thing usually in addition develop better, 2) Viriya means the exertion, perseverance, or effort to nobly keep doing on a particular thing, 3) Citta means the dedication, active thought, or thoughtfulness, 4) Vimamsa means the investigation, examination, reasoning, or testing.

Three qualifications for being the criteria of the new generation of executives which consisted of 1) the qualification of self-management for executives, 2) The qualification of man management for executives, and 3) the qualification of organization management for executives.

Six desirable leadership characteristics for New Generation of Executives of MCU which consisted of 1) Global vision, 2) Excellent management, 3) Responsibility, 4) Morality, 5) Thinking innovation, and 6) International Language.

5. DISCUSSION

Research discussion are written and related to results and were divided into aspect was discussed about leadership development for the new generation in core competencies consisted of loving organization and having creativity, being a good executive and full of knowledge, develop skill of process thinking to initiate and create the organization, working as a team, respect the idea of staff and colleague, encourage and help to solve the problem, having systematic thinking and vision, building collaborative network, and adjust to the change, having good attitude for the achievement, full of knowledge, human relations, loyalty, honest, teamwork and brave. The main focus on this aspect was teamwork which related to the research of Seokhwa Yun (2007) called "Leadership and teamwork: the effects of leadership and job satisfaction on team citizenship". This study examined how leadership related to citizenship behavior within teams. Leadership was hypothesized to influence team organizational citizenship behavior either directly or indirectly through job satisfaction. Longitudinal data were collected in three waves. Results indicate that both empowering and transformational leadership related positively to team organizational citizenship behavior through job satisfaction, and leadership was mediated by job satisfaction. It was also related to a dynamic environment, many organizations find the use of teams efficient and productive (LePine, Erez, & Johnson, 2002). Therefore, working as a team, respect the idea of staff and colleague, and building collaborative network were the part of teamwork and should be encouraged and set for the program of leadership development for the new generation of executives in Mahachulalongkornrajavidyalaya University.

6. SUGGESTION

6.1 Organization should be prepare a strategic plan for personnel development to become the new generation of executive of MCU.

6.2 The components of the developed model can use for leadership development of new generation executives of MCU especially ten factors for training to initiate ideology, build teamwork including brave to create and change.

6.3 This research has developed factors affecting the desirable leadership characteristics of new generation executives of Mahachulalongkornrajavidyalaya University that appropriate for training of leadership development. These factors can use for experimental research design in order to train new generation of executives.

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