

## Leadership in the New Normal Era After Covid-19

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**Abstract:** The researcher aims to study leadership and organizational management in the New Normal era. The 5 leadership qualities (Vi-STAR Model) consist of vision, systems thinking, technology, responsibility, and flexibility. survive in the New Normal era and bring the results from the study to develop leadership and organizational management in the New Normal era of executives in the organization. Nowadays, the "New Normal" lifestyle after the COVID-19 crisis is the first and most noticeable thing. It is expected that everyone must be directly involved. lifestyles that must change into something called "New Normal" or "New Normal", as time passes until familiarity becomes part of the normal way of life of people in the society during the outbreak of the Coronavirus 2019 (Covid-19). cause a big change in the world The so-called New Normal era (New normal) is a new normal life. so that life can move on The management of the organization must be adapted to survive and be able to continue the business. Therefore, executive leadership is very important for the organization to achieve its goals effectively. Therefore, the researcher is interested in studying leadership in the New Normal era in the post-COVID-19 world. To develop leadership and what is necessary for business administration in the New Normal era in the post-COVID-19 world by collecting data from a group of 515 business executives in the private sector and using a questionnaire as a tool. Statistics used in data analysis include statistics used in data analysis, including mean (MEAN), standard deviation (SD), and structural equation analysis (SEM).

The research found that The results showed that Hypothesis 1 (H1) Leadership and Organizational Management in the New Era Leadership and organizational management in the New Normal Era  $DE=0.418^*$  accept the research hypothesis and Hypothesis 1 (H2) Leadership and Organizational Management in the New Normal Era, leadership. 5 factors (Vi-STAR Model), consisting of 1) vision, 2) systems thinking, 3) technology, 4) responsibility, and 5) flexibility and leadership can influence the management of the organization to achieve its goals and survive in the New Normal era.  $DE=0.342^*$ ,  $IE=0.247^*$ Accept the hypothesis of leadership and organizational management research in the New Era. 5 normal leadership qualities (Vi-STAR Model) consist of vision, systems thinking, technology, responsibility, and flexibility. There was no statistically significant influence on corporate executives in the private sector.

**Keywords:** Leadership, New Normal, Covid-19,

## 1. Background

According to the concept of many scholars, there are different definitions of transformational leadership. The definition of transformational leadership may be summarized as follows: Bass (Bass, 1985, cited in (Schultz and Schultz, 1998: 211). meaning that change leader Behavior that is clearer they are not limited by the perception of their followers. Leaders must work hard to change or change the model of their subordinates' proposals. And revamp those proposals Rather than believing that work must meet the expectations of his subordinates, as Paul (Paul, 1997:373). Defined transformational leadership It is a process that influences changes in attitudes and assumptions of members of the organization. And create a commitment to change the objectives and strategies of the organization Transformative leadership involve a leader's influence on followers, but the effect of that influence empowers followers to become leaders. And is the person who changes the organization in the process of organizational change.

Leadership theory:

The STAR model is a leadership theory that clarifies what leaders need to do to perform well. It offers practical tips to help leaders focus their activities. There are three key strengths to the model: Integration – It is centered on the need for leaders to align key elements so that individual, team, and organizational outcomes are achieved. Strengths-based – It emphasizes the emerging area of strength-based leadership Outside factors – it recognizes what is often missing from some leadership models; that leaders need to be as adept at managing outside their team as they do within the team( <http://www.defining-leadership.com/>)

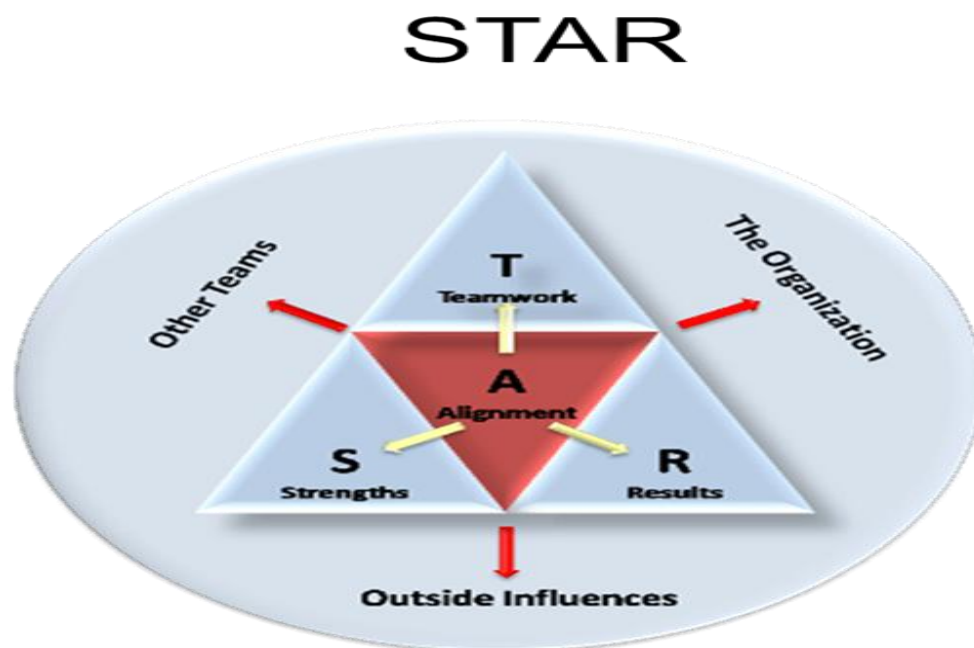


Fig.1 The STAR model is a leadership theory

Leadership theory: The STAR team leadership model:

Strengths – applies strengths-based thinking, recognizing that people improve much more quickly in areas that they already are good at. To improve performance quickly, get people working to their strengths in ways that contribute to the team's and the organization's goals. Second, you need to develop complementary strengths and an appreciation of each other's expertise and skills to do that requires a focus on teamwork

Teamwork – is about combining the strengths of others so that together they complement each other. Build a sense of togetherness and recognize where more is achieved together than separately. When you combine individual strengths with teamwork you are beginning to see a team develop. However, more is needed. Individual strengths and good teamwork need to be aligned with the goals and results that the team needs to achieve.

Alignment – this is a key leadership task of aligning the other three elements (strengths, teamwork, and results) with the goals and vision of the organization and with other teams so that they work together effectively.

Results - teams need to be clear on the results they are being asked to achieve, and then monitor how they are doing in progressing towards achieving those results.

Other factors – Leaders need to align and adapt to the surroundings in which they and their team operate. this means recognizing that factors outside of the teams' control can often have a big impact on them. For example, other teams or organizational issues or issues outside of the organization can all impact the team and its performance.



Fig.2 Leadership skills

2. Methods

The research tools were A questionnaire collecting data from a group of organizational executives in the private sector. a random sampling of 515 people in Bangkok by convenience sampling method by knowing the population and using a questionnaire as a tool. Statistics used in data analysis were descriptive statistics.

The consists of frequency, percentage, mean and standard deviation, statistical Chi-square, p-value, Chi-square/df harmony level index Statistical Analysis Inferential Statistics is the analysis of structural equation models (Structural Equation Modeling: SEM).

3. Results

Leadership and Organizational Management in the New Era 5 normal leadership qualities (Vi-STAR Model) consisting of vision, systems thinking, technology, responsibility, and flexibility. By using the principle of structural equation analysis (SEM) with the Amos program, the direct effect (Direct Effect), indirect effect (Indirect Effect), and total effect (Total Effect) of factors affecting leadership development and Managing the organization in the New Normal era of executives in the organization consist of vision, systems thinking, technology, responsibility, and flexibility.

Hypothesis	hypothesis test results	
	influence	Accept/Reject
Hypothesis 1 (H <sub>1</sub> ) Leadership and Organizational Management in the New Era The 5 ways of leadership (Vi-STAR Model) have an influence on leaders and organizational management in the New Normal era.	DE=0.418*	Accept

<p><b>Hypothesis 2 (H<sub>2</sub>)</b> Leadership and Organizational Management in the New Normal Era The 5 leadership qualities (Vi-STAR Model) consist of 1) vision, 2) systems thinking, 3) technology, 4) responsibility, and 5) flexibility. organization achieves</p>	<p>DE=0.342*, IE=0.247*</p>	<p>Accept</p>
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From the table showing that Hypothesis 1 (H<sub>1</sub>) Leadership and Organizational Management in the New Era 5 ways of normal leadership (Vi-STAR Model) influencing leaders and organizational management in the New Normal era DE=0.418\* accepted research hypothesis and hypothesis 1(H<sub>2</sub>) Leadership and Organizational Management in the New Normal Era Vi-STAR Model consists of 1) vision, 2) systems thinking, 3) technology, 4) responsibility, and 5) flexibility, influential leadership. Make organizational management achieve goals and survive in the New Normal era DE=0.342\*, IE=0.247\*Accept the hypothesis of leadership research and organizational management in the New Normal era. 5 Leadership (Vi-STAR Model) consisting of Vision, Systems Thinking, Technology, Responsibility, and Flexibility. There was no statistically significant influence on corporate executives in the private sector.

#### 4. Discussion

The results were discovered in this study.

1. Satisfaction with vision at a high level but when considering each aspect, it was found that it was at a high level in all aspects. The average from highest to lowest was vision creation, followed by vision implementation, followed by vision development. The part with the average The least is to spread the vision.
2. Systems thinking at a high level but when considering each aspect, it was found that it was at a high level in all aspects. The average from the highest to the lowest was writing a mind map (Mind map), followed by the PDCA cycle (Plan, Do, Check, Act), followed by the use of questions 5W1H. The least is writing a fishbone diagram.
3. Leadership and organizational management in the New Era 5 normal leadership qualities (Vi-STAR Model) consisting of vision, systems thinking, technology, responsibility, and flexibility. There was no statistically significant influence on corporate executives in the private sector.

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