

## The transformational leadership of Executives in the new normal era.

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**Abstract:** The researcher's aim to study transformational leadership for executives in the New Normal era has the following important objectives: the transformational leadership of executives in the New Normal era, Leadership 5 (Vi-STAR Model) consists of 1) Vision, 2) Systems Thinking, 3) Technology, 4) Responsibility, and 5) Flexibility. These 5 leadership qualities will enable the organization to achieve its goals and survive in the New Normal era.

And To bring the results from the study to develop the transformational leadership of executives in the New Normal era of executives in the organization. Transformative Leadership of Executives in the New Normal Era. 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) Transformative Leadership of Executives in the New Normal Era 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:** transformational leadership, Executives, New normal era

### 1. Background

Leadership is by far one of the most widely studied areas of literature. Many proposed theories have made a substantial contribution to our understanding of the concept of leadership. These theories can be categorized into four major schools: traits, behavioral, contingency, and visionary (see Dulewicz & Higgs, 2003; Partington, 2003). The visionary school has gained popularity over the past decades. Bass's (1985) seminal book titled 'Leadership and Performance Beyond Expectations' represents one of the major contributions to the conceptualization of leadership. Building on the work of Burns (1978), Bass (1985) developed what is often referred to in the literature as the Full-Range Leadership Theory (FRLT) (Antonakis & House, 2002). The theory fits leadership styles into three broad categories of transformational, transactional, and laissez-faire leadership. While the entire

model has received a great deal of theoretical and practical attention (e.g., Antonakis, Avolio, & Sivasubramaniam, 2003; Toor & Ofori, 2009), the transformational leadership behavior style (TLB) construct, in particular, has garnered the utmost attention over the past decades in a variety of settings, such as hospitals (e.g., Spinelli, 2006), banking (e.g., F.O. Walumbwa, Wang, Lawler, & Shi, 2004), sports (e.g., A. Yusof, 1998), sales (e.g., F.J. Yammarino & Dubinsky, 2006), police (e.g., Deluga & Souza, 2011), research and development (e.g., Keller, 1992), manufacturing (e.g., Edwards & Gill, 2012) and government (Muterera, 2008, 2012); thus is the focus of this study. A review of the literature suggests that some support is available concerning the psychometric properties (i.e., internal consistency reliability, factor structure, and predictive validity) (Barge & Schleuter, 1991) of Bass's transformational leadership construct. However, the construction is not without criticism (see Yukl, 1998; G. Yukl, 1999). For example, while several studies suggested that the factor structure of transformational leadership may not always be stable (see Bycio, Hackett, & Allen 1995; Carless, 1998; Tepper & Percy, 1994), another study by Bycio and colleagues (1995) showed that transformational leadership dimensions failed to exhibit discriminant validity due to high correlations among them. As such, our study is the first to rigorously test the psychometric properties of Bass's MLQ5X transformational leadership scale and its subscales using an adequate sample size. Additionally, this is the first study to test its applicability to upper-level executives (i.e., chief executive officers) within the government setting and will allow us to establish the scale's discriminant validity (amongst other psychometric properties) and stability in this population. L.

Following this introduction, the remainder of this article is arranged as follows. The next section presents the theoretical underpinnings of Bass's (1985) transformational leadership construct. Following the literature review, the next section discusses the methodology of the study. This is followed by a presentation of the results of the study. Finally, implications and conclusions are provided.

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



**Fig.1 Leadership skills**

Such high reliability-oriented organizations are stated to offer a blueprint on how to respond to a crisis. Geier (2016) suggests that this is where most research is needed given that transformational leadership is mainly studied in stable conditions (normal contexts). Shared perspective, vision, and trust (Gillespie and Mann, 2004) are especially important given the superior results that transformational leaders achieve compared to those with other leadership styles. Weick and Sutcliffe (2011) suggest that companies can learn how high-reliability organizations respond to crises and that problems are likely when no shared perspective about a mutual task exists. In the illustration, the first paper by Williams, Woods, Hertele, and Kloepfer, "Supervisory Influence: Subordinate Development of Crisis Leader Potential in an Extreme Context," examines a scenario from which analogies may be drawn of crisis leader potential by studying emergency services personnel and their supervisors working in a large fire rescue organization in the South-eastern USA. Geier (2016) already notes the importance of studying leadership in high-reliability organizations such as fire departments to extend what we know about leadership in extreme contexts. Specifically, Williams et al. emphasize preparedness to share knowledge and to bounce back and learn from crises. One way that emergency services and fire rescue organizations across the country are managing the need to accommodate change is through their human resources, improved active duty training, leadership development, and mentorship opportunities. They argue that their findings demonstrate that the more subordinates believe that a leader engages in transformational leadership behavior, the more the leader will report positive leadership potential in their subordinates, creating an encouraging cycle of leadership development for an organization involved in incremental change (Day et al., 2014). Re-evaluated by their supervisors as having the stronger potential to become crisis leaders, where such lower levels of subordinate identified with the team strengthened (a) the transformational leadership to a trust association and (b) the indirect effect of perceived transformational leadership on supervisory evaluations of crisis leader potential, through subordinate trust in the leader. They found that crisis leader potential, defined as the capability to assess information and make decisions under tremendous psychological and physical demands (Klann, 2003), is a critical function in such organizations given the volatile, uncertain, complex, and ambiguous (VUCA) (Kinsinger and Walch, 2012). Which is the world's largest consumer of Thai durian due to the uncertainty of the COVID-19 epidemic? That began to affect at the end of 2019 and the infection continues to increase continuously, however, Thai fruit exports can continue to expand well according to consumer demand. Especially in China, this is high in durian, longan, and mangosteen. Although demand for products during COVID-19 is still high, exporters face many restrictions on export processes, such as international transportation measures. Restrictions on the closure of transportation channels at certain points. control of aseptic products. However, Thai entrepreneurs can adapt to operate well during the outbreak In the case of zero COVID measures (Zero-Covid). Although exports continued to grow rapidly Thai exporters Including Thai agriculture, still face many challenges, for example: 1) Concentration of export markets:

The market for purchasing Thai fruits is concentrated, mainly relying on the Chinese market. There may be risks from China's trade measures related to the tightening of Thai export processes. This may increase the cost of transportation for Thai exporters. In addition, Chinese consumers' taste in fruit consumption in the future may choose to purchase more exotic-tasting fruits produced from other countries, which may cause Thailand to lose customers. In addition to innovation in production, financial technology innovations that match buyers and sellers to meet in the online world are also important for the adaptation of Thai farmers. Cultivating knowledge and new methods.

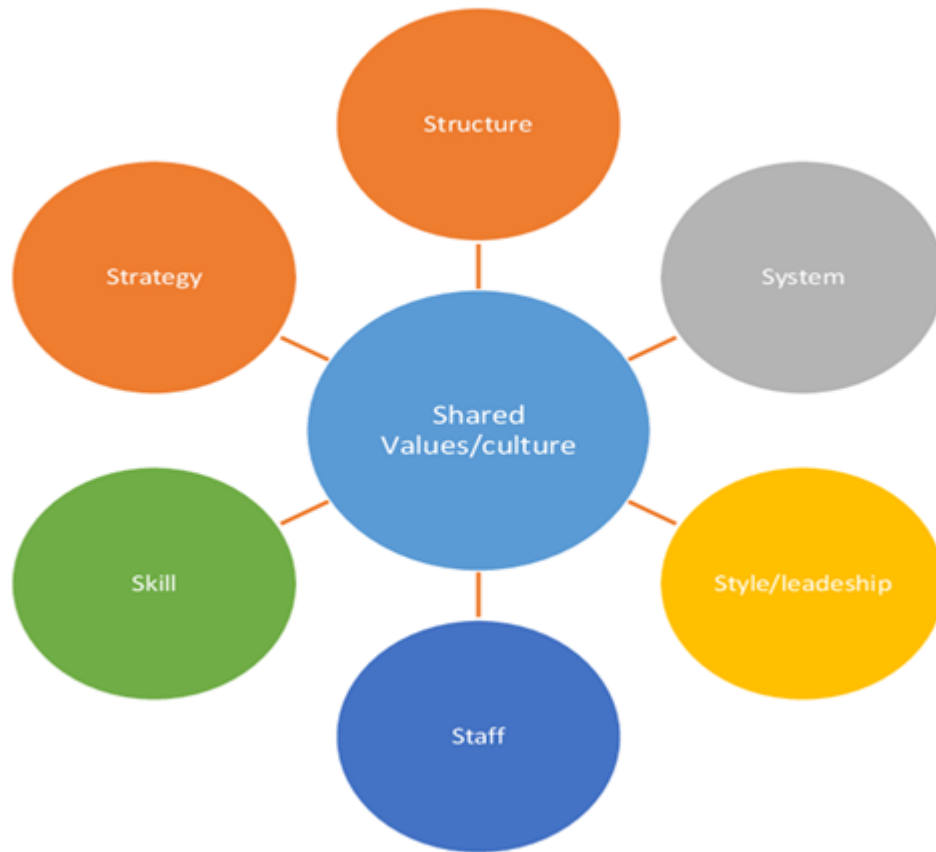


Fig.2. McKinsey 7s model

## 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. This 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
<b>Hypothesis 1 (H<sub>1</sub>)</b> Transformative Leadership for Executives in the New Normal Era The 5 Leadership Factors (Vi-STAR Model) have an influence on leaders and organizational management in the New Normal Era.	DE=0.418*	Accept
<b>Hypothesis 2 (H<sub>2</sub>)</b> Transformative Leadership for Executives in the New Normal Era Five leadership qualities (Vi-STAR Model) consisted of 1) Vision, 2) Systems Thinking, 3) Technology, 4) Responsibility, and 5) Flexibility. Management changes in the New Normal era	DE=0.342*, IE=0.247*	Accept

From the table showing that Hypothesis 1 (H1) 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(H2) 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 5W1H questions. The least is writing a fishbone diagram.
3. Leadership and organizational management in the New Era The Vi-STAR Model consists 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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