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Factor Influencing Creative Leadership of the Administrators in the Provincial Administrative Organizations in Thailand

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ABSTRACT

This study aims to study the factors influencing creative leadership of the administrators in the Provincial Administrative Organizations (PAO) in Thailand. It is the quantitative research conducting the data from samplings who are working as administrators such as Chief Executive of the PAO, Chief Administrator of the PAO, Director of the Division of Planning and Budgeting, Director of the Division of Finance, and Director of the Office of Technician. There are five samplings in each province for over 76 provinces. Thus, there are 380 participants in total. The research method is a questionnaire, and the data is analyzed by using Univariate Analysis and Descriptive Statistics. The result shows that the majority of the participants were male, aged around 51-60 years, and holding a master's degree. The duration of their working experience was around 11-20 years, and the experience as administrators was around 1-10 years. After analyzing the factors influencing creative leadership of the administrators in the Provincial Administrative Organizations (PAO) in Thailand, it found that the Age underlying the Factors of Demographic had the highest average score. Also, the Human Relations underlying the Factors of Creative Leadership had the highest average score. Plus, Positive Attitudes in the organization underlying the Factor of Successful Creative Leadership had the highest average score. It is suggested that the factors influencing creative leadership of the administrators in the Provincial Administrative Organizations (PAO) in Thailand are that the administrators must be knowledgeable, creative, and good at human relations in both internal and external organizations. Positive attitudes also help to reinforce the cooperative work leading to the success of the organization.

1. Introduction

As a rapid change in society nowadays under globalization, it affects people's life living including working habits and working activities of each organization in different ways. Private sectors, enterprises, and government organizations need to continually alter themselves in terms of costs of production, competition, an adaptation of services conforming to the customer's behaviors, and the ability to understand and to access the advanced technology in order to maximize working capacities in the organization.

The change, as mentioned, directly affects the government sector since it has a significant role in developing and promoting the country in general. A new paradigm has been presented in the administrative aspect such as restructuration, the change of centralization to decentralization, undercutting the power of the administrators, emphasis on the people and teamwork, an open of employee's ideas, and promoting creative ideas within the employee in order to increase the efficiency of the organization, to achieve its goals, to maximize the capability of competition, to make a profit and be able to gain the reputation as well as the employee's satisfaction (Jituea et al., 2018). This complies with both superiors and subordinates who are required to adjust themselves and create the activities in response to the organization's goals. Such an impulsion helps develop the country in different aspects and get over the crisis of the country.

The government sectors face a great number of problems reflecting the results of the different aspects of work including the development and progress of Thai economy, society, politics, and public service. It all relates to the organization's human resource management, in which the organizations comply with the organizational guidelines, regulations, rules, orders, or the consensus of the Office of the Civil Service Commission. However, when it comes to an immediate change, it is questionable if the organization is able to cope with it or not. There may have some limitation in terms of efficiency, ability to serve the population's needs, the administrative work is effete, and system or organizational culture are not convenient causing problems in the organization (Wasaputhi, 2019).

Moreover, the result of work evaluation, work following-up, survey of the service users, and internal evaluation, found that there are a number of problems found in the government sectors which are still unsatisfied. The problems include distrustfulness regarding transparency in each sector of the organization as mentioned in the corruption report of the employee in Thai government sectors (Pansin et al., 2016). Corruption covers both the educational sector and Provincial Administrative Organizations such as embezzlement, stealing the budget or the assets, hiring a selected supplier, making a contract, or a concession unlawfully (Phuang-ngam, 2007). Corruption extremely ruins the country's reputation. As the Provincial Administrative Organizations (PAO) is in charge of monitoring and responsible for human resource management and public service in local communities in response to the population's needs. The Provincial Administrative

Organizations (PAO) itself also has many problems, in which it obstructs the economy and social development process of the country. A number of questions about the workflow regarding the employees, workloads, and administrators are in an urgent issue to be resolved and answered.

The researchers see the problems in the workplace and understand the distrustfulness of the service users in the population's view about the transparency of the organization, which relates to the leadership of the administrators in the Provincial Administrative Organizations. This research is interested in creative leadership of the administrators in the Provincial Administrative Organizations (PAO). The analysis of the factors influencing creative leadership of the administrators in the Provincial Administrative Organizations (PAO) in Thailand, leads to a guideline to increase the potentials of the leaders in supporting their employees and leading to a successful organization.

2. PURPOSE OF THE STUDY

To study the factors influencing creative leadership of the administrators in the Provincial Administrative Organizations (PAO) in Thailand

3. LITERATURE REVIEW

Theoretical Framework in Organization Development (OD)

Organization Development (OD) is a notion of invention or creation of new techniques in improving the organizations to be better. The administrative officers and Academician in behavioral science focus on the improvement and changing the organization to be more efficient and more growing. It is believed that this notion will be able to solve the defects and wipe out the inefficiency techniques and old-fashioned ways of organization development (Nimpanich, 2013). Organization development is a well-planned attempt to change the organization for the better one systematically, to learn and develop the organization itself through the working process, social norms, or organizational structure by using the scientific methods. The significant aim is to elevate the quality of life, to improve the organization's vision and practices (Owen, 1987). To reach the achievement of the organization, (1) it requires a detailed plan in order to improve the organization's role. (2) The leader of the organization needs consultation from specialists or experts. (3) The organization needs to follow the law and regulations, in which the experts or specialists can alter as appropriate, and (4) the attempt to improve parts of the organization according to the organization's needs regardless of organizational psychology, behaviorism, society, or culture (Albrecht, 1983).

Theoretical Framework in Formative Leadership Theory

Formative Leadership Theory has been developed by Ash and Perusal. It explains the leadership based on the notion that one organization can have many leaders, who are responsible for different roles. The leaders do not specify only for the administrators *per se*. The administrators, however, pave

an opportunity for the employees to be able to develop themselves to be productive leaders. The facilitation skills required in the formative leaders are (1) to be able to learn in a team, (2) to view the teachers as leaders and the school's principal is the leader of the leaders leading to the ability provide the insight information, (3) to trust each other as fundamental professional relations, (4) to promote the innovation and technology, (5) to see the importance of the human resources and process as well as time management, (6) to emphasize on the customers and service-mind, (7) to build the interacted network, (8) to be close with the customers, (9) to decentralize the power to the employees, and (10) to be able to cope with the uncertain circumstances (Ash and Persall, 2000). In addition, the leaders must be proactive, be innovative, be able to work in a team, be positive and be adaptative (Mungkasem, 2001)

In regard to the creative leadership of the administrators in the Provincial Administrative Office, it is an attempt to understand, develop the leadership skills to be able to lead the organization successfully. The researchers took the creative leadership characteristics explained by Ash and Persall (2000) to be applied as a guideline for developing the leader's characteristics. There are five characteristics of creative leadership. First, the leaders must be able to create teamwork, in which the leaders have to lead, to communicate, to allocate the duties of the subordinates in the team, to have a passion, and to work cooperatively achieving the goals (Prasertsri, 2008; Sasiwanich, 2009). Second, to create trustfulness in the organization among the employees (Ash and Persall, 2000) throughout the speech, action, and commitment among them (Golembiewski and McConkie, 1975) leading to the employee's willingness and trust stability in the organization (Katzell and Thomson, 1990). Third, to have a positive attitude in working by remaining the motivation within the employees, it will reinforce the employees' loyalty. Fourth, to promote the achievement motives which include skills, knowledge, self-concept, trait, and motives (McClelland, 1973). Lastly, the efficiency of the communication within the organization needs to promote in order to convey the message correctly, clearly, and efficiently. As communication skill is the important part of the administrative work, it is part of the factor and resource in organizational management (Thiyao, 2001), and it is a tool leading to the mutual understanding among the employees in the organization (Hoy and Hoy, 2003). Thus, as a review of the literature above, it can state that leaders need knowledge and ability, managing skills, and employees as their subordinates to be able to work in a team efficiently. With the mentioned elements, the organization will be able to achieve its goals. The researchers used the mentioned information to create the research framework in studying the factors influencing the creative leadership of the administrators in the Provincial Administrative Organizations (PAO) in Thailand to search for the summarized information and utilize it further.

4. RESEARCH METHODOLOGY

This current study is quantitative research aiming in studying the factors influencing creative leadership of the administrators in the Provincial Administrative Organizations. The samplings are the administrators working as Chief Executive of the PAO, Chief Administrator of the PAO, Director of the Division of Planning and Budgeting, Director of the Division of Finance, and Director of the Office of Technician. There are five samplings in each province for over 76 provinces. Thus, there are 380 participants in total. The questionnaire was distributed to 380 participants in order to conduct the information such as gender, age, education, position, the duration of their working experience, the duration of their working experience as an administrator, factors of creative leadership, factors of the successful creative leadership.

Data collection and analysis started by asking for permission to collect the data from the administrators in the Provincial Administrative Offices over Thailand covering 76 provinces. The 380 participants have presented the questionnaire, and the questionnaire was checked its completeness of the information by using the code number as an indicator. Then the data was put into the computer program as set its score. The derived scores were analyzed by using Univariate Analysis and showing the relative variation and using the descriptive analysis such as Frequency, Percentage, Mean, Standard Deviation (SD), Coefficient of Variation, Kurtosis, and Skewness.

5. RESULTS

This study aims to study the factors influencing creative leadership of the administrators in the Provincial Administrative Organizations, Thailand by analyzing three main data sets. First, an analysis of the general information of the participants. It covered the information about the duties of each administrator such as personal information, education, and administrator's role. Second, an analysis of the factors influencing creative leadership. Finally, an analysis of the factors influencing successful creative leadership. The details are as follows.

1. The Factors of Demographic

Over 380 participants, it is found that 50.47 % was male and 45.53 was female. The age was various, in which 67.89% was aged in between 51-60 years old, followed by 19.21% at the age between 41-50 years old. The average age was 54.84 while the highest age was 69 years old. In an education aspect, over 74.74 % of the participants held a master's degree, followed by a bachelor's degree and doctor's degree at 20.53% and 4.74% respectively. As regards the duration of working experience, over 27.37% of the participants had 11-20 years of working experience, followed by the 1-10 years and more than 31 years at 25.53% and 25% respectively. The average duration of working experience was 19.49 years while the highest duration of working experience was 38 years. The majority of the participants had been working as

administrators between 1-10 years, which is counted for 60.79%, followed by in between 11-20 years counted for 30.26%.

After analyzing the variables, there are three main factors which are the Factors of the Demographic, the Factors of the Creative Leader, and the Factors of the Successful Creative Leaders. Each main factor comprises 5 factors. Hence, there were 15 factors in total. The basis statistic had been employed including average (\bar{X}), standard deviation (S.D.), coefficient of variation (CV), kurtosis (SK), and skewness (KU).

After analyzing the basic statistic of the Factors of Demographic, the highest range of the score was arranged to the lowest, it found that the average age was 54.84 years old, followed by the average of the duration of working experience at 19.49 years, and the average of the duration of working experience as an administrator at 8.46 years. However, education and gender were found their average at the least at 0.79 and 0.54 respectively.

With regard to the Standard of Deviation underlying the Factors of Demographic, it found that the highest standard deviation was a duration of working experience at 11.57 while the lowest of the lowest standard deviation was an education aspect at 0.40. The kurtosis (SK) was in between -1.47 to 1.54, and the skewness (KU) was in between -1.98 to 1.76. Both kurtosis and skewness were considered in the normal range.

Table 1 Basis Statistic of the Variables of the Factors of Demographic

Variables	Min	Max	\bar{X}	S.D.	SK	KU	CV
Gender	0.00	1.00	0.54	0.50	-0.18	-1.98	0.92
Age	31.00	69.00	54.84	6.05	-0.95	1.76	0.11
Educational level	0.00	1.00	0.79	0.40	-1.47	0.15	0.51
Duration of working experience	0.00	38.00	19.49	11.57	-0.04	-1.33	0.59
Duration of working experience as administrators	0.00	26.00	8.46	7.52	1.54	3.83	0.81

2. The Factors of Creative Leadership

The part explains the basic statistic of the factors influencing creative leadership, in which the average was at 2.54 out of 25 items. The highest range of the score was arranged to the lowest, it found that an average of an aspect of human relations was the highest score at 2.65, followed by an average of an aspect of goal-oriented management and an average of an aspect of strategic time-management at 2.58 equally. An average of an aspect of strategic vision was 2.52 while the least average score was an aspect of innovation and technology integration at 2.39.

After considering the standard deviation of the variables of factors influencing creative leadership, it found that the average of the standard of deviation was 0.38, in which the highest standard deviation was an aspect of innovation and technology integration at 0.55, and the lowest standard deviation was an aspect

of human relations at 0.41. The kurtosis (SK) was in between -0.67 to -1.00, and the skewness (KU) was in between 0.60 to 0.21 Both kurtosis and skewness were considered in the normal range.

Table 2 Basis Statistic of the Variables of The Factors of Creative Leadership

Variables	Min	Max	\bar{X}	S.D.	SK	KU	CV
Aspect of Creative Thinking	1.20	3.00	2.52	0.49	-0.88	-0.27	0.20
Aspect of Strategic Vision	1.00	3.00	2.54	0.45	-0.81	0.12	0.18
Aspect of Goal-Oriented Management	1.50	3.00	2.58	0.44	-0.74	-0.60	0.17
Aspect of Strategic Time-Management	1.25	3.00	2.58	0.43	-0.91	0.21	0.17
Aspect of Human Relations	1.25	3.00	2.65	0.41	-1.00	0.06	0.15
Aspect of Innovation and Technology Integration	0.50	3.00	2.39	0.55	-0.67	0.09	0.23
Average	1.33	3.00	2.54	0.38	-0.72	-0.09	0.15

3. The Factors of Successful Creative Leadership

The part explains the basic statistic of the factors influencing successful creative leadership, in which the average was at 4.48 out of 25 items. The highest range of the score was arranged to the lowest, it found that an average of an aspect of positive attitudes was the highest score at 4.57, followed by an average of an aspect of trustfulness at 4.55. An average of an aspect of communication efficiency was at 4.48, followed by an aspect of teamwork at 4.41 and an aspect of achievement motives at 4.37 respectively.

After considering the standard deviation of the variables of factors influencing creative leadership, it found that the average of the standard deviation was 0.38, in which the highest standard deviation was an aspect of achievement motives at 0.48, and the lowest standard deviation was an aspect of trustfulness at 0.40. The kurtosis (SK) was in between -0.23 to -0.53, and the skewness (KU) was in between -0.50 to -0.94 Both kurtosis and skewness were considered in the normal range.

Table 3 Basic Strategic of the Variables of Factors of Successful Creative Leadership

Variables	Min	Max	\bar{X}	S.D.	SK	KU	CV
Teamwork	3.20	5.00	4.41	0.46	-0.23	-0.94	0.10
Trustfulness	3.40	5.00	4.55	0.40	-0.53	-0.69	0.09
Positive Attitudes	3.40	5.00	4.57	0.40	-0.49	-0.83	0.09
Achievement Motives	3.00	5.00	4.37	0.48	-0.29	-0.50	0.11
Communication Efficiency	3.00	5.00	4.48	0.46	-0.36	-0.90	0.10
Average	3.44	5.00	4.48	0.38	-0.29	-0.79	0.08

6. SUMMARY AND DISCUSSION

The results from the general information found that the majority of the participants were male at 50.47%, aged around 51-60 years at 67.89%, and holding a master's degree at 74.74%. The duration of their working experience was around 11-20 years at 27.37%, and the duration of working experience as administrators was around 1-10 years at 60.79%.

In an analysis of the factors influencing creative leadership of the Provincial Administrative Office in Thailand, there were three main factors namely the Factors of Demographic, the Factors of Creative Leadership, and the Factors of Successful Creative Leadership. For the Factors of Demographic, There are five variables which are gender, age, level of education, the duration of their working experience, the duration of their working experience as an administrator. Age showed the highest average, followed by the duration of their working experience, the duration of their working experience as an administrator, level of education, and gender respectively. Thus, age seemed to be a crucial factor affecting creative leadership in relation to life-experiences causing the creation of creative leaders.

The Factors of Creative Leadership consists of 6 variables which are an aspect of creative thinking, an aspect of strategic vision, an aspect of goal-oriented management, an aspect of strategic time-management, and aspect of human relations, and an aspect of innovation and technology integration. An average of an aspect of human relations was highest, followed by an aspect of goal-oriented management, and an aspect of strategic time-management. The average score of an aspect of innovation and technology integration was the lowest. It can be explained that creative leaders must be mastered at human relations with people from both internal and external organizations. While creative leaders must be able to perform goal-oriented management and strategic time-management appropriately. Moreover, the promotion of innovation and technology in the organization is a productive way of leading the organization as studied by Mungkasem (2001). He found that there are five characteristics of creative leadership, and one of them is being innovative such as creative thinking at all times. The creative leaders always learn new things in order to initiate new ideas and make changes and develop the organization leading to new and best practices in the organization. This finding also conformed with the study of Van Velsor and et al. (2016) that to gain the people's satisfaction is a thing that both leaders and subordinates reach for. His study also found that the administrators are the leader of the digital culture by involving different stakeholders, paying attention to the working process in complicated working circumstances underlying ethical dimensions.

Regarding the Factors of Successful Creative Leadership, there were 5 variables which are an aspect of teamwork, an aspect of trustfulness, an aspect of positive attitudes, an aspect of achievement motives, and an aspect of communication Efficiency. An average of an aspect of positive attitudes in the organization was highest, followed by trustfulness in the organization. The average of an aspect of achievement motives was the lowest. It can be

explained that positive attitudes towards an assigned work and trustfulness of the employees towards the leaders ease the organization to work smoothly. However, the organization must also pay attention towards the achievement motives such as giving rewards to employees reinforce the employee spirit of work, which it complies with the study of Jakcharoenpornchai (2007) that the population's satisfaction towards the government's administration in 6 principles namely the rule of law, cooperation, transparency, worthiness, integrity, and responsibility. All processes that occurred within these principles must be clearly communicated and clear cut regarding the workloads.

The results of the study also comply confirmed the study of Mwai, Namada, and Katusse (2018) in trying to explain the influence of leadership style on organizational effectiveness, in which the results found that the model of leadership relates to three sections of parameters which are clear instruction, concern for employees, and employees consultation. The parameters of organizational efficiency include organization goals attainment, stakeholder satisfaction, and process efficiency. It also indicated that the leadership types make a significant impact on the effectiveness of the organization ($F = 49.875$, $P\text{-value} = 0.000$). The clear instructions had a positive influence on the organization's goals significantly ($p=0.001$). The concern for employees had a positive influence on the organization's goals significantly ($p=0.009$) and had a negative influence on the stakeholder's significantly ($p=0.006$).

7. SUGGESTION

The results of the factors influencing creative leadership of the administrators in the Provincial Administrative Organizations (PAO) in Thailand found that the human relations underlying the Factors of Creative Leadership was highest suggesting that the administrators in the Provincial Administrative Organizations must be promoted their social skills in terms of using the intelligence and improvisation in leading the organization. Cooperative working, employees' willingness and satisfaction to work, and a friendly-atmospheric environment should be employed in the organization. These are altogether the factors influencing administrators in the Provincial Administrative Office to lead a successful organization. Unlike, the study also showed that innovation and technology integration had the lowest average score. Consequently, the administrators must pay more attention to the advanced technology to be used in the organization according to the change of the current society. It will be advantaged that the administrators of the Provincial Administrative Office are able to catch up with the technology and innovation in different channels.

Nevertheless, the result found that the positive attitudes factor underlying the Factors of Successful Creative Leadership was highest. Thus, the Provincial Administrative Office must also pay more attention to promoting positive attitudes towards all levels of employees. Unlike, it is found that the achievement motives aspect was lowest. The organization must promote the employee's commitments and goals in working in compliance with the organization's goal. The organization should motivate the employees by giving

rewards, giving a compliment, and offering a promotion if the employees are able to achieve the set target.

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