

THE PROPOSED TRANSFORMATIONAL LEADERSHIP MODEL IN THE 2010'S FOR INTERNATIONAL PROGRAMS IN HOSPITALITY AND TOURISM

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Abstract: As we move rapidly into 21st century leaders face the challenge of being effective in a global knowledge environment. This research studies the factors of Transformational leadership model in 2010's is a leadership style that creates valuable and positive change in the economic crisis. Results on economic crisis around the world are impacting with every types of business, especially in the part of hotel and tourism in Thailand. The numbers of recruiting staffs were declining for hotels and tourism. This is a major problem for new graduates' because a few of them could find job that related with hotels and tourism. The researcher would like to find out some model that can help or support the leadership in the International Programs in Hospitality and tourism for Thai Higher education universities in Thailand. There are three aspects: 1) Propose the theory of transformational leadership, 2) Issues on Curriculum Development, 3) Effects on economic crisis and decreasing of employment. Within the range of these three aspects there are ten factors which will be focused in this study: transformation leadership development, curriculum development, leadership perception, universities conditions, leader's knowledge, ICT assisted teaching and learning, declining of economy, owner's perception, student's affair department, and quality assurance. The study is to investigate those ten factors for both public and private international universities. There are ten international universities in Thailand were randomly, and concerned only the master programs. Name of ten International University in Thailand: Assumption University, Silpakorn University, Mahidol University, Burapha University, Stamford University, Ramkhamhaeng University, Dusit Thani College, Naresuan University, Rangsit University, and Prince of Songkla University. All sample universities should have run in English language programs. The first part in the research design was identified all factors of transformational leadership, and leader's knowledge from various sources such as websites, journals, research, on-line data base, textbooks, and library. The second part of research design is interviewing: to gather information of owners' perception, student affairs department, and ICT teaching and learning by using open-ended questions. The results of this research, the researcher could find out new information that supported new model of transformational leadership for 2010's.

Researcher is expected out from review of the literature, can be suggested that findings are as follows: The model of transformational leadership for 2010's, the

model will be developed by our research is divided into seven sections: 1) Universities vision, 2) Organizational value, 3) Universities goals, 4) Characteristics of leadership, 5) Owners' perception, 6) Students' communities, 7) Instructional support. As the results what can be happening to improve the effectiveness on the model of Transformational Leadership for 2010's for the Leaders of the International University in Thailand.

Introduction

In this study, the researcher describes about theory based on transformational leadership that creates new model can help or support the leadership in the International Programs in Hospitality and tourism for Thai Higher education universities in Thailand. Today's in Thailand face with the problem of economic crisis, it is affecting all aspects of our lives, especially in the hotels and tourism industry. Declining of tourists are affecting directly to owners of the hotels and restaurants. Some Hotels are closing down, some have to deduct the overtime, lay off staffs and increasing day-off for staffs. Based on experiences researcher is familiar with hotels and tourism industry and some experiences in the educational area. Affects of global economics crisis, she assumes that schools, universities, and higher education are going to face with the problem of new graduates' students are lacking of chances to get a jobs. So researcher is interesting to study and expected to propose a model to recommend educational leaders, its might useful for them to experimentation. This transformational leadership model might be increasing the number of employment for new graduates'. There are ten factors which will be focused in this study: transformation leadership development, curriculum development, leadership perception, universities conditions, leader's knowledge, ICT assisted teaching and learning, declining of economy, owner's perception, student affairs department, and quality assurance.

Research Objectives

1. To identify the problems of economic crisis that impact on declining employment.
2. To identify the factors/Characteristics of transformational leadership
3. To propose the new model of the transformational leadership

Conceptual Framework

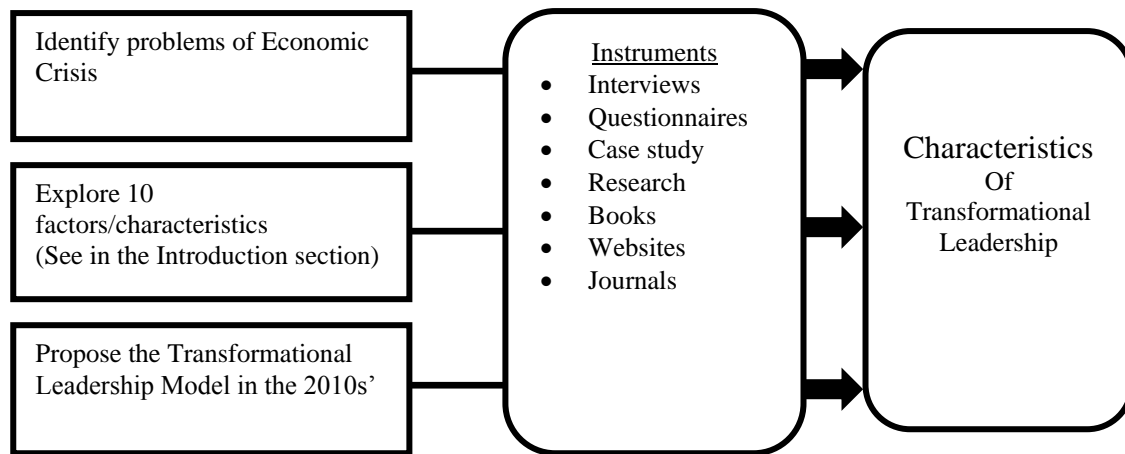
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Theoretical Framework

Transformational Leadership Theory; the researcher has collected some examples of definition below:

"Transformational leaders develop followers, help map new directions, mobilize resources, facilitate and

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**Figure 1: Conceptual Framework
Transformational Leadership Model in the 2010s' for International Programs in Hospitality and Tourism**

support employees, and respond to organizational challenges". Burns (1978) "Transformational leaders provide the mechanisms by which solutions are subsequent practice by building the capacity of the individuals and the group". "Transformational leadership is a process to shape and elevate goals and abilities so as to achieve significant improvements though common interests and collective action" "Leaders empower followers by bringing significance, competence, community, and enjoyment to leader-follower work relationship" Bennis & Nanus (1985) According to Burns, Bennis and Nanus, researcher can learn that transformational leadership is the key factor to conduct educational leaders to meet achieving goals for changing. For new theoretical transactional model of leadership that focused on interaction or exchanges between leaders and followers is transformational leadership. According to Bass & Avolio (1994) transformational leadership occurs as leaders: Encourage others to view their work, create an awareness of purpose or mission, Foster the development of higher levels, Motivate others for group's benefits. Burns believed that "power over other persons is exercised when potential power wielders, motivated to achieve certain goals, marshal in their power base resources (economic, military institutional, or skill) that enable them to influence the behavior of respondents by activating motives of respondents relevant to those resources and to those goals". Burn (1978) pointed out that the Transformational Leadership includes three factors: Charisma/inspiration, intellectual stimulation, and individual consideration) that when combined, allow a leader to achieve large scale change. Nahavandi (2006) Transformative Leadership achieves significant change that reflects the community of interests of both leaders and followers; and collective energies in pursuit of a common goal. Row (1985) mentioned the guidelines for leaders are inspiring and motivating followers. There are seven guidelines for Transformational Leadership that can be categorized: (1) articulate a clear and appealing vision; a clear vision

become helps people understand the purpose, objectives, and priorities of organization; (2) explain how the vision can be attained; the leader must also convince followers that the vision is feasible. It is to make clear link between the vision and a credible strategy for attaining it; (3) act confidently and optimistically; Leaders demonstrates self-confidence and remain optimistic the likely success of the group in attaining it's in vision; (4) express confidence in followers; leaders have to motivate subordinates and remind them how they overcome obstacles to achieve a goal; (5) use dramatic, symbolic actions to emphasize key values; symbolic action to achieve an important or defend an important value are likely to be more influential when the manager risks substantial person loss, make a self-sacrifice, or does things that unconventional; (6) lead by example; leaders can influence subordinates to commitment by interacted with them. It is especially in the critical times or unconventional. Collaborating is another key guideline for leaders to reduce the mistake of working process and (7) empower people to achieve the vision; leaders can reduce the gap between leaders and subordinates. Allow subordinates to share their ideas, strategies, objectives, and suggest solutions. They can solve problems by themselves. This guideline can help subordinates feel that they are one part of succeeding. (Yulk, 2002) Although leaders are understand how to work with subordinates, they are still more mistakes that leaders make. Here are some theories that can help leaders reducing error in organization change. Also, the eight steps to transforming your organization: (1) establishing the sense of urgency; leaders have to examine market and competitors and identify potential crises, or major opportunities; (2) forming a powerful guiding coalition; established teamwork with enough power to lead the change effort; (3) create a vision; creating and developing strategies to help direct the change effort; (4) communicating the vision; teaching new strategies and demonstrates; (5) empowering others to act on a vision; encouraging subordinates by learning new strategies and

change the old traditional cultures to new concepts of organization; (6) planning for and creating short-term wins; leaders have to create the improvements and reward employees those get involved in; (7) consolidating improvements and produce still more change; developing structures, employees, and policy to fit to the vision; and (8) institutionalizing new approaches; describes all procedure of new concepts to institutions. Leaders are developing the mean to ensure leadership development and succession (Conger, Spreitzer, & Lawler, 1999). There are four essentials fundamental attributes by successful

(2000) Transformative curriculum leadership is very useful for school and higher education to reform and developing. There are six dimensions of transformation leadership school: Building school vision and goals, providing intellectual, stimulation, offering individualized support, symbolizing professional practices and values, demonstrating high performance expectations, and developing structures to foster participation in school decisions. Leithwood (1994, 1999)

Research Design Procedure

Table 1: Research Procedure

Objectives	Sources	Data analysis
To identify the problems of economic crisis that impact on declining employment	<ul style="list-style-type: none"> • Textbooks • Interviews with Travel Agents, Airline, Hotels • Newspaper • Case Study 	Content Analysis
To identify Transformational leadership.	<ul style="list-style-type: none"> • Textbooks • Related Research 	Content Analysis
To propose Transformational Leadership Model 2010's.	<ul style="list-style-type: none"> • Samples 	Content Analysis

corporate transformation leaders: (1) know how to create and sustain; everyone in the organization must not only understand the new direction and the need for it, but also be effectively engaged and substantially accountable for it at their job level before they will release energy to support it; (2) use the vision to lead; it involves the creation of goals that stretch the organization beyond the current comprehension and capabilities; (3) concern all about total system perspective; leaders are not concern only vision but also concentrate on all perspectives in the organization and (4) embedment in a systematic implementation process; the total system approach have to implement by concentrate on visionary aspiration require sustained process of organization learning (Conger, Spreitzer, & Lawler, 1999). In addition, leaders must discipline themselves to continually to reexamine their business models (Ashby & Miles, 2002)

Transformational Leadership Theory in Education

Transformational Leader do not simply administer structures and tasks, but concentrate on the people carrying these out, that is on their relationships and on making deliberate efforts to win their cooperation and commitment so that it allows and stimulates more cooperation, coherence, and more independent leadership.(Burn, 1978 and Leithwood, 1992 and Caldwell and Spinks 1992). Result of the relations in the school is high efficiency to success in school development process.

Transformative curriculum leadership is another issue that is very useful for school and higher education to reform and developing. Transformative curriculum leadership requires collaborative work, there are seven topics to focus: transformative education, transformative teaching, and transformative Designing, transformative planning, transformative evaluating, school development, and community development. Henderson & Hawthorne

Conclusion

The affect of the economic crisis is impacting with all aspects of our lives, especially in the hotels and tourisms. Declining of customers are affecting directly to the hotels, restaurants, leisure, airline, and shopping center. Not only affecting with hotels and tourism but also new graduates'. The numbers of unemployment are increasing and most of hotels and restaurants need to recruit staffs with experiences but not recruit new staffs that new graduates. By the way researcher realized that we have to propose new model of transformational leadership to schools or university that produces new graduates students into the market. It might be help leaders or professors to guide students in the ways to get the jobs. Objectives of this research are identifying problems of economic crisis, identify Transformational leadership, and propose model of Transformational Leadership. There are ten factors of transformational leadership: transformation leadership development, curriculum development, leadership perception, universities conditions, leader's knowledge, ICT assisted teaching and learning, declining of economy, owner's perception, student affairs department, and quality assurance. The study is to investigate those ten factors for both public and private international universities. There are ten international universities in Thailand were randomly, and concerned only the master programs. Instruments of this research are interviews, questionnaires, case study, Research, Books, and websites. In the part of theoretical framework, researcher is combining all theory of transformational leadership to analyze and find out some model to apply for schools and university. In the section of research design procedure researcher classify into three parts: objectives, sources, and data analysis.

By the end of this research, researcher expect on the model of Transformational Leadership for 2010's for the Leaders of the International University in Thailand.

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