

FACTORS OF SUCCESS IN HUMAN RESOURCES: LEADERSHIP

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ABSTRACT

In the modern globalization, human resources management is vital for the success of higher education organization such as Suan Sunandha Rajabhat University. Leadership in human resources can motivate employees to be cohesiveness and boost up the productivity and improve decision making. To be successful in terms of leadership, the human resources needs to have a balance of these qualities. The objective of this study was to examine factors of success from staff of human resources. This study employed a mixed research of both qualitative and quantitative research technique in order to provide answers for the research questions and research objectives. A total of 220 staff who were in office of human resources in various departments of university at the second quarter of the year 2018 was interviewed. Data collection was designed to obtain the information, opinions, and comments. About ten of office managers was randomly chosen to conduct an in-depth interview to obtain an insight information of how to have a substantial leadership development. Statistical description and analysis were done by utilizing SPSS program and Excel program. Using percentage, frequency, mean, and standard deviation for data analysis and achieving results, then the findings of this investigation revealed that the majority of staff who worked in the human resources office had a high level of satisfaction with a leadership with a mean of 4.51 and standard deviation of 0.873. however, the results from qualitative method revealed five important ways to elevate the results of the leadership: Let employee know where they stand, allow employee to have self-control, encourage competency of employees, be positive organization, and striving for balance between quality of life and quality of working.

Keyword: Organization, Leadership, Improvement, Productivity

Introduction

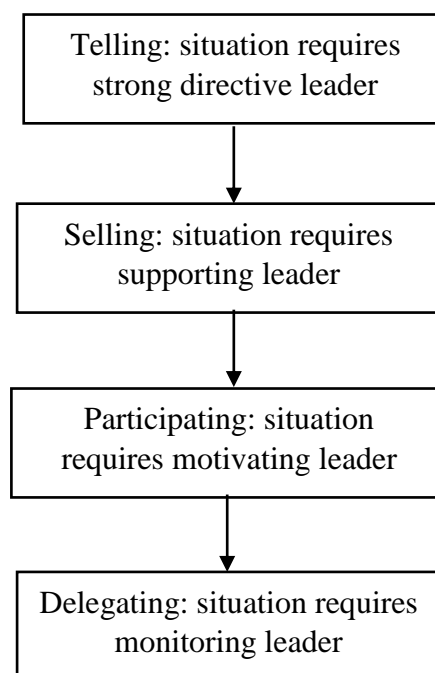
In the modern higher education organizations in Thailand, human resources management is one of the main keys of success. Leadership is a number one quality that is vital for the success of modern higher education organization such as Suan Sunandha Rajabhat University. Leadership, especially, in human resource management can lead the organization to be ahead of many other higher education organizations by motivating their employees to be cohesiveness and boosting up the productivity and improving decision making and so forth. To be successful in terms of leadership, the human resource management needs to have a balance of these qualities. IN general, effective leaders in the modern world need to be very flexible and must be able to adapt themselves according to the changing situation. We live in the constant changing world of competitiveness. Therefore, leadership of human resource management cannot be static or fixed or inflexibility or static principle with fixed mind of doing business. In fact, modern leadership needs to be flexible, and situation oriented. Effective leader, therefore, is task-relevant and the most successful leadership is the one that can adapt to the situation (Hensey and Blanchard, 2012). In other word, this kind of leadership can adapt themselves or switch to many different leadership styles or even a combination of leadership styles based on the situation. The essentialness of this model is the fact that leadership styles vary with the situation on hands.

Research Methodology

This research study focused on the situation leadership model of Hensey and Blanchard model (2012) which explained four leadership styles: telling, selling, participating, and

delegating. In order to find the answers for the research questions about factors of success from the model of leadership, the objective of this study was set to investigate four factors of success from staff of human resources which were telling, selling, participating, and delegating. This research study planned to use a mixed method of both qualitative and quantitative research technique in order to obtain the important findings for the major research questions and research objectives. In fact, the total of 220 staff who were in office of human resources in various departments of Suan Sunandha Rajabhat University, Bangkok, Thailand, at the second quarter of the year 2018 was interviewed to elicit important data. Instrument for Data collection was designed and developed in order to obtain the valuable information, opinions, and comments regarding the effectiveness and success of the situation leadership model. In addition, ten of current office managers were randomly selected to be a focus group and to conduct an in-depth interview from them to gain an insight information of how to understand a substantial situation leadership development and leadership model on campus. Statistical description and data analysis were employed via important statistical program of SPSS and Excel program. By using percentage, frequency, mean, and standard deviation for data analysis, important results can be determined.

Fig 1. Four important aspects of situation leadership



Findings

TABLE 1. IMPORTANT ASPECTS OF SITUATION LEADERSHIP

	Mean	S.D.	Rank
Factors of success			
1. Delegating leadership	3.78	0.904	1
2. Participating leadership	3.70	0.871	2
3. Selling leadership	3.61	0.758	3
4. Telling leadership	3.52	0.699	4

From table 1, the findings of important aspects of situation leadership can be ranked according to the important success factors by the respondents of the survey questionnaire. The first factor of success of the situation model was “Delegating leadership” with a mean of 3.78 and standard deviation of 0.904. The second factor of success of the situation model was “Participating leadership” with a mean of 3.70 and standard deviation of 0.871. The third factor of success of the situation model was “Selling leadership” with a mean of 3.61 and standard deviation of 0.758. Finally, the first factor of success of the situation model was “Telling leadership” with a mean of 3.52 and standard deviation of 0.699.

In fact, all four aspects of situation model are all important and necessary to different situations. However, the majority of the respondents rated that delegating leadership is the most important and participating leadership, selling leadership, and telling leadership. Delegation leadership is characterized by leaving most decisions to the group or team with the manager facilitating and monitoring the progress. This kind of leadership is suitable for the situation when the group has a high and long experience of work and have good records of doing and achieving the work. Participating leadership is characterized by providing strong supportive to the group and team by motivating them to success and achieving the goals or target of the organization. This kind of leadership is suitable for the highly competitive situation with requires strong supportive and motivation rally from leader. Selling leadership is characterized by both strong supportive and strong supportive from the leader. Effective of two-ways communication is constantly required. This kind of leadership is suitable for situation that team that less experiences and skills in doing the work and task on hand. Telling leadership is characterized by strong directive but less supportive. Most important key of effective communication is one-way communication. This kind of leadership is suitable for group and team that working for simple routine task that requires simple instruction and provide when, how, why, and where for team or group to do the task on hands.

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