

LEADERSHIP DEVELOPMENT TO EMPOWER PEOPLE'S PARTICIPATION IN COMMUNITY DEVELOPMENT in Chachoengsao Province.

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ABSTRACT

People's participation was the main principle of democratic system development, which needed the procedure of working together between a local administrator and the people. There is a need to have the administrator who intended to empower people in the community in order to lead to more concrete decentralization in the given area. Transformational leadership of the sub-district administrator was congruent with the leader's characteristics that provided the decentralization to his followers and resulted to the effectiveness of the participatory process in a community. This study found that the transformational leadership's mean of the successful administrator was higher than that of the unsuccessful administrator in all aspects. The transformational leadership in ideological influence had the highest mean. This revealed that the administrator gave precedence to personnel in the local district administration organization and also everybody in the community. The factors involved with the people participatory were the diversity of communication channel in the community, social group and economic group. The training program for developing transformational leadership consisted of constructing organizational and individual transformational leadership, motivation in working and people's participation, self - analysis, paradigm shift and positive attitude towards work, administration, and leadership skill. The result of program's try-out evaluation was in high level, and moderate level, respectively.

Keywords: Transformational leadership, participation, sub-district administration organization.

INTRODUCTION

To date, country development trend is more complicated according to the influence of domestic and international social status change. The impact which is derived from the changing environment makes Thai society not being able to respond to the problem caused by that change. However, the way to solve the problem of the changing condition must be implemented by the government and the local government service because the impact of each level is different. Country development, nowadays, is focused on the local community development to be able to effectively solve the problems that they encounter.

The present tendency of main development is focused on self-development, the increase of people's capability in local participatory administration, creating vision in local area development by themselves beneath their own context and prominence of local area. The ninth national economic and social development plan was the important strategy and it was clearly specified the prominence of self-dependent development. It formulated human development as the center of the development, community empowerment which was the base of the country's development, setting the concept of both government sector's and private sector's organizational development to establish a good governance, including the central and local administration organization, both formal and informal participation. This meant that the stakeholders were free to directly take action and the organization who involved with the civil society was the intention of the nations (United Nations Economic and Social Commission for Asia and the Pacific, 2003).

One of the dominant implementation of community's development by community and for community was the decentralization of country's governance to local area by setting up the local administration organization, especially the sub-district administration organization. The important duties of the local district administration organization were local area development according to the need and participation of all people and promotion of local administrators from the local people. These led to

an important usefulness which was the development that based on local people's need, not the development which based on the government's policy. The emerging of Thailand's constitution year 1997 and plan and process for decentralization to the local administration organization act year 1999 was congruent and implemented in the same direction which was to emphasize the local administration organization to freely set policies and to make decision on their own local activities. Therefore, the characteristic of that kind of development tendency is the hope of Thailand's development nowadays.

Though the governing decentralization to the local administration organization had continuously implemented for several years, there was the study of the problem related to the administration of the sub-district administration organization. The main problem was the administrator's lacking of desire to push forward the true participation of people and the administrator's leadership. According to the leader's opinion, they thought that developing vision must derive from the leader's vision only. The people could participate in the implementation process only. The retaining of administration of the administrator by stating that the people did not want to join the meeting or to express their opinions brought about problem solving by changing the attitude and developing leadership of the sub-district administration organization's administrator and expected that the administrator who developed their leadership would be the key factor of suitable and sustainable people's participatory development process in their own local development.

To date, distributed leadership is the kind of leadership that is desirable and it tends to make the followers increasingly participate with any development. That is because there is the important goal, which is the empowerment of the followers who are the people in the community. According to the transformational leadership theory, transformational leader should consider the need of the follower and stimulate the follower to be conscious after that. And then, the leader should improve the need of the followers to be higher and make the followers be conscious about their ideology

and stand pat for the moral value such as liberty, equity, equality, peace, and human's right which are conformed to the characteristics of the leader who provides the decentralization to his followers. This led to an effective participatory process in the community. Therefore, the researcher was interested in studying the model of leadership which provides the people's participation in local area development and constructing the program for the sub-district administration organization's administrator to reinforce the people's participation in local area development as the part of the process of country's development which was the community-based and local area-based development.

The objective to this research was aimed to study the state of the sub-district administrator's transformational leadership and factors related to the participation and the development of the training program for transformational leadership development.

METHODOLOGY

Conceptual framework

People's participation development is the ideal that every community needs to be real in the higher stage. Politicians, sub-district administration organization's administrator, have their role in leading communities to achieve the development goals, not only by themselves but every people in the community. However, they are the most important people to empower the participation of people. Transformational leadership of sub-district administration organization's administrator is the important factor that influences people's participation in the community development. Transformational leadership is related with empowering follower to become leader for organization change (Mushinsky, 1997). So, the administrator should be trained to improve the skills involving transformational leadership. In addition, other factors that influence people's participation are communication in the community and social groups and economic groups. A lack of social interaction and erosion of social contacts have been identified as serious issues (Heenan, 2010).

In this research, the conceptual framework was developed based on transformational leadership

theory (Bass and Avolio, 1994) which was consisted of ideological influence, inspiring, intellectual stimulation, and consideration of the individual for comparing the leadership of sub-district administration organization's administrator which were the factors that provided people's participation. Moreover, other factors, i.e., communication in community, and social or economic groups in community, affect participation. The result of study led to the model development of the training program, which was suitable for the leadership development of sub-district administration organization's administrators.

Population and sample

The population of the first step of the study was the persons who were involved with the local development in the sub-district administration organization located in Chachoengsao province, referring to the people of the sub-district administration organization which was accepted to be the successful organization, indicated by receiving the good governance award. The others were the people of one of the normal sub-district administration organization. By using the simple random sampling, 100 people were selected from those two kinds of administration organization each.

A sample of 30 administrators was recruited from the sub-district administration organization and used for the try-out step in order to determine the suitability of the transformational leadership training curricular model, which provided the people's participation.

Instrument and data collection

A questionnaire was used to collect quantitative data, while the qualitative data were collected from interviews. The questionnaire's title was "Leadership of local district administration organization questionnaire", which used five level rating scale. The instrument used to determine the suitability of the transformational leadership training curricular model, which provided the people's participation, was the sub-district administration organization leader's transformational leadership development training curricular assessment form. It was five level rating scale questionnaires.



Figure 1. Conceptual framework shows factors that influence people's participation in the community development.

The content validity of both equipments was checked, rechecked, and improved with the help of five specialists. The reliability and internal consistency analysis were checked by using the Cronbach's Alpha. The result of reliability of leadership of local district administration organization questionnaire was high level (Alpha = 0.97). The reliability of the training program assessment form was high level (Alpha = 0.89).

Data analysis

Information from the questionnaire was analyzed by using descriptive statistics which were the frequency, percentage, mean, and standard deviation of leadership of local district administration organization score and training program assessment score. As for the interview consequence, content analysis was used, and t-test was used to compare the mean of leadership.

RESULTS

Results of data analysis of the sample group's

status showed that 57.5 % were males and 36.5 % were females. The data also showed that 47.5 % of them graduated from secondary school or obtained vocational certificate, whereas 38.0 % graduated from high school, and 60 % were agriculture.

Table 1. Demographics of those who answered the questionnaire.

Item	Frequency	Percentage
Gender		
Male	115	57.5
Female	73	36.5
No answer	12	6.0
Higher education	25	12.5
Primary school	95	47.5
Secondary/Vocational school		
High school	76	38.0
No answer	4	2.0
Occupation		
Agriculture	120	60.0
Others	80	40.0

The study of the sub-district administration organization administrators' transformational leadership for comparing the differences of the transformational leadership's mean between the ones who were under the successful organization and the ones who were under unsuccessful organization showed that the level of the leadership of the administrators in ideological influence, inspiring, intellectual stimulation and consideration of the individuals were at the medium level.

When considering the elements of the transformational leadership, it was found that the transformational leadership in ideological influence had the highest mean. This revealed that the administrators emphasize on the personnel within the organization and also all the people in

the community. Inferior to the ideological influence was inspiring aspect. The mean of overall transformational leadership of the successful sub-district administration organization administrators was at the high level.

The result of transformational leadership means comparison of the successful and unsuccessful sub-district administration organization administrators showed that the transformational leadership of the successful organization's administrator was different from the unsuccessful organization's administrator with the statistical significance at 0.05 in ideological influence, inspiring, intellectual stimulation and consideration of the individual. Comparing the overall transformational leadership, it was found that there is a statistical significant difference at 0.05.

Table 2. The result of transformational leadership means comparison of the successful and unsuccessful local administration organization's administrators.

Transformational leadership	Local administration organization	\bar{X}	SD.	df	t
Ideological influence	unsuccessful	3.28	0.59	194.92	118.25*
	successful	4.21	0.52		
Inspiring	unsuccessful	3.30	0.55	197.94	107.02*
	successful	4.14	0.56		
Intellectual stimulation	unsuccessful	3.26	0.81	160.90	70.10*
	successful	3.92	0.48		
Consideration of the individuals	unsuccessful	3.28	0.57	196.35	106.28*
	successful	4.10	0.52		
Transformational leadership	unsuccessful	3.29	0.64	188.60	101.42*
	successful	4.12	0.51		

P<0.05

The results of the study of the factors, which were concerned about the participation of the people in community development, led to the consequence of the factors that influenced the participation of the people in the development. The communication channel which community should give precedence and make use of it in the proper situation must be

diversified to cover the characteristics of the people in the community. The results of the study of the factors which were concerned about the participation of the people in community development led to the consequence of seven factors that influenced the participation of the people in the development, i.e., diversity of the communication channel in the

community, communication in the community, developing infrastructure in community's communication, giving precedence to the social and economic group in the community, doing traditional and cultural activity regularly, human resource development in community, and consideration of the advantage of joining the activities.

Diversity of the communication channel in the community. The communication channel which community should give precedence and make use of it in the proper situation must be diversified to cover the characteristics of the people in the community which must depend on the technological communication equipments. According to Panpluem (2007) study on the community factors, it was found that the equipment which were necessary for communication in the community were the public telephone, community's internet system, radio broadcast tower, public relation mobile car, radio station, digital public address system, mobile phone, radio communication system, home telephone and pamphlet. These were the necessary equipments for communication. The communication system of the local district administration organization should be fit with the characteristics of the people in the community. It was more difficult to communicate in the community which there was the diversity of people's occupations. People who worked outside the community during daytime could not perceive any information from the local administration organization if the public address system or radio broadcast tower system was used. Therefore, the local district administration organization must communicate by using other types communication equipment.

Communication in the community. For the process of communication within the community, the local administration must consider about the generalization of the way of communication that could approach all kinds of people. The characteristics of the communication must be two ways communication. Local administration organization should not use one way communication which the organization was only the one who is responsible for publicizing information to the people. On the contrary, there must be the exchange

of information between the local administration organization and the people thoroughly. As for the two ways communication, it was an in-depth communication.

Developing infrastructure in community's communication. Infrastructure which led to the participatory process in the community should be consisted of the public telephone, community's internet system, radio broadcast tower, public relation mobile car, radio station, public address system, mobile phone, radio communication system, home telephone and pamphlet. Enhancing people to participate in communication by individual's intellect and interest using these kinds of infrastructure would lead people to feel as the owner and to be interested in participation in their own local development's information exchange, such as enhancing them to join the public address program concerning with their own intellect, interest or even about their occupations. Bester (2008) stated that to develop a successful information community depends on a number of factors, as follows: awareness of need for information, availability of information sources, access to information sources, infrastructural influences on the availability of information. So, the leaders of the community have to be aware of those factors.

Giving precedence to the social and economic group in the community. Developing the social and economic group in the community was the main issue in constructing the participation of the people. Setting up the occupational groups which were suitable for skills of the people in the community led to closer cooperation. Local administration organization should be the center, which led to the groups' setting up and continuous support for the sustainability of the groups. As for setting up the social group such as the youth council, elder club, environmental conservation club would bring about to the clear aim of the development of the local administration organization and would make the group or the club be able to easily participate in community's decision-making and development.

Doing traditional and cultural activity regularly. Local tradition and culture or religious tradition and culture could gather people in the community

together because local culture and religion were most of people's believe. If the local administration organization used the duration of traditional and local cultural activity to persuade them to be interested in the problem or the community's development issue, the people would cooperate well.

Human resource development in community.

In order to develop the participation in the community, not only doing activities together, but the local administration organization should also provide the training for the people. The content of the training should be concerned with their occupations or their livings. Moreover, there should be the training on the participatory administration to realize them about the importance of the participation.

Consideration of the advantage of joining the activities. Any activities which the local administration organization did in the community should be useful for people. People's realization on the advantage of the participation in the development of the local administration organization would lead people to be glad and be willing to give their useful opinions, for example, applying the people's opinion to the concrete implementation and showing the progress of that project would make the people be proud and feel that their opinions were not wasteful because it were applied and implemented. These would lead to more and more participation from the people in the community.

The model of the training program in developing the transformational leadership. This model provided the participatory process of the people

consisted of the curricular objectives which intended to construct the knowledge in transformational leadership's reinforcing process in community development in the local administration organization and intended to make the administrators realized the potential of the people in participation in the development management of the local administration organization.

There is a necessary competence for developing transformational leadership consisted of enhancing the transformational leadership, motivation in working and people's participation, the administrator's art of speaking, individual change, self-realization in obstruction of the individual change, positive attitude towards work and administration and developing leadership characteristic to success by emphasizing on self-discipline, problem solving, human relation, responsibility and communication.

Once the curricular had been trying out, it was found that the mean of evaluation of the training program for developing the transformational leadership of the sub-district administration organization's administrator was suitable at the high level. The issue of developing the characteristics to be the leader to success, content of communication, content of responsibility and content of problem solving were suitable for being in the component of the training program. The researcher developed the website for constructing the network and for publicizing the knowledge content of the program to let the local administration organization administrator be able to learn more.

Table 3. Mean, standard deviation and the evaluation result level of the training program for developing transformational leadership of the sub-district administration organization administrator (n=30).

Item	\bar{X}	SD.	Level
1. The objectives of the program are stated clearly.	3.58	0.90	High
2. The contents in the program are suitable.	3.55	0.85	High
3. Training activities are suitable.	3.52	0.97	High
4. Timing in the program is suitable.	3.30	0.95	Medium
5. The content sequence of each topic is suitable.	3.68	0.95	High

Item	\bar{X}	SD.	Level
6. The suitability of the contents in the program			
6.1 Enhancing transformational leadership	3.40	0.95	Medium
6.2 Motivation in working and participation of the people	3.57	0.81	High
6.3 Art of speaking of the administrator	3.65	0.94	High
6.4 Individual change, self realization, obstruction of individual change, attitude change	3.70	0.90	High
6.5 Positive attitude in working and administration	3.68	0.85	High
6.6 Developing the characteristics of the leader to success			
Self-discipline	3.80	0.92	High
Problem solving	3.85	0.80	High
Human relation	3.80	0.95	High
Responsibility	3.87	0.90	High
Communication	3.90	0.86	High

DISCUSSION

For developing people's participation to let the people play an important role in local administration organization's administration and management, one of the important issue was to develop throughout the information perception of the people in the community which was congruent with various researches. Pruetsawan (2003) found that the information perception of the people was related with the participation in forest administration and management. Chaowana (2000) concluded the participation of the people that key factors were information perception from various kinds of media, such as newspaper, books, journal, documents, radio or television. Therefore, the local administration organization should develop the effective and diversified infrastructure, which was concerned about the communication process in the community. The type of participation by using various media was for hearing the people (Vox Populi) (Somsueb, 1996). People's voice would be heard and considered. Their thought, their opinion, their suggestion, and their feeling would be important for decision making to formulate and evaluate of the project. If there was any opinion or problem occurred between the

project formulator and the project beneficiary, we should hear the people's purpose. Communication to the people to let them participate should begin at the first stage of the preparation process, before the implementation process of the organization's administrator. For example, if the implementation of the issue was concerned about few people, the administrator should conduct the process in order to give the opportunity to people to know the information and be able to oppose the project implementation. If the issue was concerned about few groups of people, the administrator should conduct the process of consultation from the representatives of the groups. If the issue was concerned about a lot of people, the administrator should conduct the public scoping (Pollakul, 1997). The issue was congruent with the study of Prateeprakmanee (2003) who showed that one of the key factors that influenced the participation of the people was being the member of the group and the people benefit expectation. This research showed the same conclusion that setting up the groups in the community, both the social and economic groups, would provide more channel for people to join the activities which the local administration organization conducted. The

important economic groups were occupational group and OTOP entrepreneurial group. The social groups were elder club and sport club. To reinforce the strength and sustainability of those groups were the development of participatory process.

Transformational leadership of the sub-district administration organization's administrator was the most, comparing with other kind of local administration organization, and it was related to the management success of the organization too. The result of this research was congruent with many previous studies. Panpluem (2007) studied the influence of community's perception factor and transformational leadership of the community leader that influenced the knowledge management in the community, and found that transformational leadership of the community's leader influenced the community's knowledge management. The knowledge management in the community was concerned about the participation of the people which means that the transformational leadership was able to give a chance for knowledge sharing to people in the community and knowledge publicizing to the community. And then, it brought about the truly participation within the community.

The consequence of the study on transformational leadership of the successful sub-district administration organization's administrator showed that the transformational leadership of the administrator was higher than the means of the transformational leadership of the unsuccessful sub-district administration organization's administrator in all aspects. The aspect which was the dominance of the successful sub-district administration organization was the ideological influence which referred to the ability of the administrator to motivate the follower or people to agree with his development concept. This result was congruent with the study of Charoenwet (2005). He studied the management strategies of the local district administration organization which received "The Good Governance Award", and found that there was the importance of leadership which was conformed with the transformational leadership of the administrator towards the management of the sub-district administration organization and

developing the participation of the people. The result of the awarded organization's evaluation was always good in constructing people's participation. We might say that the transformational leadership of the administrator was related to being the successful sub-district administration organization.

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