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### RESEARCH ARTICLE

#### TRANSFORMATIONAL LEADERSHIP AFFECTING ORGANIZATIONAL EFFICIENCY: A CASE STUDY OF PUBLIC LIMITED COMPANIES

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#### Abstract

This paper aimed to analyze the effect of transformational leadership on organizational efficiency of public limited companies in Bangkok. Data were collected from 310 participants who were administrators and employees working in five public limited companies in Bangkok and suburban areas. The research questionnaire was used as an instrument to collect data. Descriptive statistics consisting of percentage, mean and standard deviation, and inferential statistics consisting of Pearson Correlation, and Multiple Regression Analysis were used to analyze the collected data. The research results showed that transformational leadership of public limited companies in Bangkok, in total, was perceived at high level. In particular, inspirational motivation had the highest mean value, followed by idealized influence, intellectual stimulation, and individualized consideration respectively. Organizational efficiency of public limited companies in Bangkok, in total, was perceived at high level. In particular, cost had the highest mean value, followed by quality, quantity and time respectively. Transformational leadership was positively related to organizational efficiency of public limited companies in Bangkok, which the highest correlation was a relationship between intellectual stimulation and organizational efficiency. Transformational leadership has an effect on organizational efficiency of public limited companies in Bangkok. In particular, intellectual stimulation had the highest effect on organizational efficiency of public limited companies in Bangkok, followed by idealized influence, inspirational motivation, and idealized consideration. The recommendations from this study were that the characteristics of transformational leadership are very much important and

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should be improved and cultivated in order to guide, motivate and inspire employees to work for the success and growth of the organization.

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### **Introduction:-**

Success and growth of business organizations mainly depend on the leaders. Leaders are expected to act in the manner that can produce the best interest for the benefit of all stakeholders to maximize profits and satisfy each stakeholder. In addition, leaders are expected to behave as a good model for employees, and provide direction for employees by inspiring, motivating, encouraging and changing their attitudes to focus on organizational goal attainment (Channuwong et al., 2022; Gouri et al., 2023). Leaders have a relationship of power and authority with their subordinates. Leaders express their power to effect individuals to work for achieving organizational goals and objectives (Peter, 2001). Leaders guide, motivate and encourage employees to work for productivity, profitability and growth of the organization (Tokar, 2020). Leaders use management power to inspire employees' motivation to work for the growth and development of the company (Stogdill & Coons, 1957; Fry, 2003). Organizational leaders have the greatest effect on employees' psychological empowerment, self-determination, motivation and inspiration to work for organizational growth. Excellent leaders inspire subordinates to dedicate their efforts to work for the success of the organization. Moreover, they meet the necessary requirements in the working process to achieve the goals of the organization (Obiwuru et al., 2011; Schermuly et al., 2022).

Transformational leadership is one of the most practiced leadership theories that can inspire positive changes and move forward the organization to reach the most favorable outcome (Damrongsiri, et al., 2022; Yacon&Cayaban, 2023). The concept of transformational leadership was firstly introduced by Burn in the 1978; he defined transformational leadership as the process which leaders and subordinates help each other to advance a higher level of moral and motivation (Bass & Riggio, 2006). Bass (1985) proposed the four components as the most important qualifications and characteristics of transformational leadership i.e. idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Bass (1985) and Avolio (1994) explained those four components of transformational leadership as follows: (1) Idealized influence: This refers to how leaders present themselves to affect a group of people. These leaders also behave appropriately, adhere to moral and ethics, and act as a good model for the followers. They are respected by their team due to the sample that they behave and set for the others. Moreover, they set a clear vision and sense of belonging that encourage individuals to accept long-term objectives of the organization and drive them to achieve their own goals in parallel with organizational goals. As a result, these individuals act as powerful role models, and their follow imitate and copy them because they wish to become a leader based on the set example. (2) Inspirational motivation: This means that transformational leaders play an important role in increasing organizational performance by improving team morale, applying motivational techniques and inspiring their followers to work in the same direction to reach organizational goals. They communicate their high expectations to their followers and motivate them to gain their commitment to a shared organizational or team belief.(3) Intellectual stimulation: This means transformational leaders create an open environment, in which they encourage their followers to innovate and to form new ideas for the organization and themselves. Transformational leaders encourage followers to improve their wisdom, knowledge, skill, talent and to find new ways to solve problem in positive manners. Moreover, they seek new ways to reach the goals and push their followers to challenge organizational and individual values and beliefs. (4) Individualized consideration: This means transformational leaders realize the individual effort is key to achieving organizational goals. Therefore, they try to know each of their followers individually and concern about individual need, satisfaction and welfare. They act as coaches and mentors for team, empower and inspire them to work for the success of the organization.

Transformational leadership has the most important characteristics that can help to improve organizational efficiency. Akpa et al. (2021) and Obiwuru et al.(2011) found that organizational efficiency is the ability of the organization to improve the quality of products to satisfy customers, to increase a number of products sufficient to the need of customers as well as the ability of the organization to spend appropriate time and save cost. Nomnian et al. (2018) described that organizational efficiency can be evaluated through the following aspects: (1) saving resources, cost and time; (2) working with speediness, the ability to have the job done before or within the timeframe without delay; (3) quality of work or product meets high quality standard and customer expectations.

Organizational efficiency is the most important indicator used to evaluate the success and growth of the organization. Organizational efficiency can be evaluated though product quality, a number of products produced to

respond to the need of customers, an effective time spent on each activity and using the existing resources with saving and worthiness (Channuwong, 2014; Katangchol et al. 2023). Peterson and Plowmen (1989) presented the concepts and components of organizational efficiency in four aspects: (1) Quality of work. This means work quality must meet with high standard and respond to the needs of consumers. Work is completed within the timeframe and without errors. Moreover, work quality must be satisfied by the organization and produce great benefits to the organization. (2) Quantity of work. This means that a number of products meet with organizational and customer expectation. Therefore, organization should make a survey about the need for products in the market and produce a number of those products sufficient to respond to the need of consumers. (3) Operating time. This means an organization and employee can spend appropriate time in completing each activity and producing products. An organization should develop good technical and working skills to employees so that they can complete their jobs early or within the time frame without delay. (4) Operating cost. This means an organization can save cost and spend the existing resources with worthiness for the great benefits of the organization. Cost and expense must be relevant to the benefits that the organization would receive in return. Saving cost and increasing income are considered as the most efficiency in doing business. Therefore, reach organization tries to spend management resources such as money, man, materials effectively for the greatest benefits of the organization.

The researchers believe that transformational leadership is the key success to increase organizational efficiency of public limited companies. Therefore, the researchers are interested in conducting a study about transformational leadership affecting organizational efficiency of public limited companies.

### Purposes of the Study:-

1. To study transformational leadership of public limited companies in Bangkok
2. To study organizational efficiency of public limited companies in Bangkok
3. To find a relationship between transformational leadership and organizational efficiency of public limited companies in Bangkok
4. To analyze the effect of transformational leadership on organizational efficiency of public limited companies in Bangkok

### Research Framework

From the literature survey, it can be concluded that transformational leadership consisting of idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC) have a relationship with organizational efficiency. Therefore, the research framework was proposed (Figure 1).

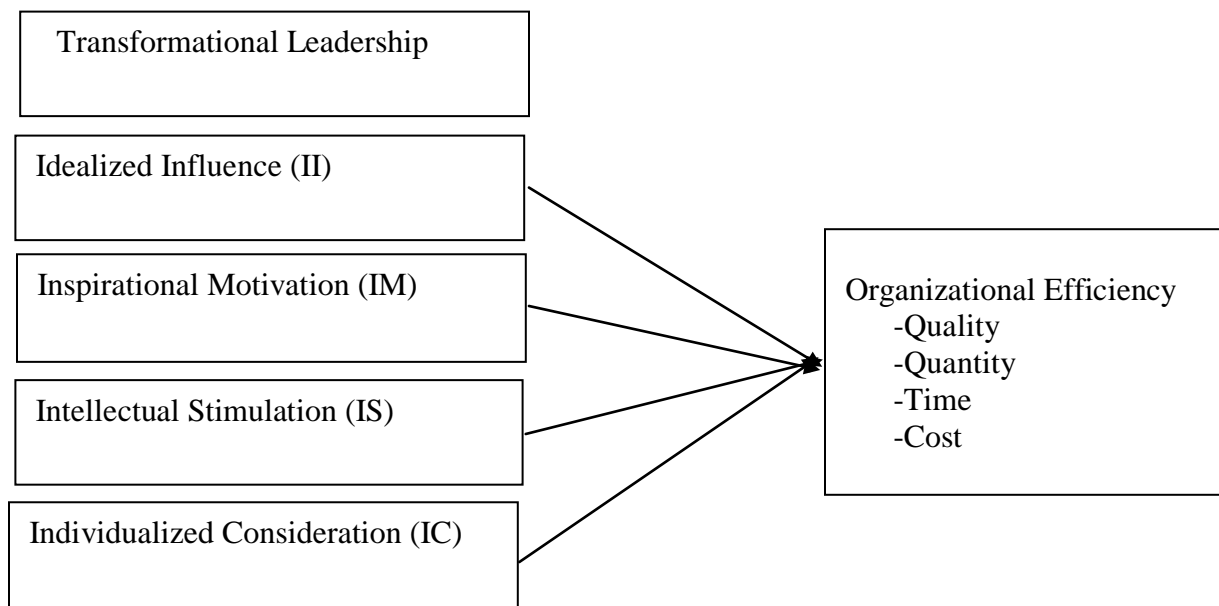


Figure 1:-Research Framework.

Based on the previous studies, the researchers proposed the research hypotheses as follows:

Ha1: Transformational leadership has a relationship with organizational efficiency of public limited companies in Bangkok.

Ha2: Transformational leadership has an effect on organizational efficiency of public limited companies in Bangkok.

**Methodology:-**

This study used a quantitative method to explore a relationship between transformational leadership and organizational efficiency of the selected public limited companies in Bangkok metropolitan areas.

**Populations and Samples**

The populations used in this study were employees in five public limited companies in Bangkok. Since a number of populations are about 1,410 people, the researchers calculated the sample sizes using the formula of Taro Yamane, and 310 samples were obtained.

**Variables Used in This Study**

The variables used in this research included independent and dependent variable. Independent variable was transformational leadership comprising of Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC); and dependent variable was organizational efficiency comprising of quality, quantity, time, and cost.

**Research Instrument**

The questionnaire was used as an instrument for collecting data in this study. The questionnaire consisted of the following parts: Part 1 included 6 questions regarding demographic profiles of participants in the form of a check mark. Part 2 included 16 questions regarding transformational leadership of the selected public limited companies in Bangkok in the form of a 5-point Likert scale ranging from “strongly disagree” to “strongly agree.” Part 3 included 16 questions regarding organizational efficiency of the selected public companies in Bangkok in the form of a 5-point Likert scale ranging from “strongly disagree” to “strongly agree.” The research questionnaire was checked by five research experts in order to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of 0.97 was obtained. The questionnaire was used to try out with 30 people who were not the samples in this study in order to find the reliability value using alpha coefficient of Cronbach. The reliability coefficient was 0.96, which means that the questionnaire was reliable enough for conducting this study.

**Criteria Used to Interpret Data**

The researchers analyzed the collected data using Statistical Package for the Social Sciences for Windows (SPSS). The criteria used to interpret data are as follows:

- 1 = strongly disagree
- 2 = disagree
- 3 = neutral
- 4 = agree
- 5 = strongly agree

The criteria used to interpret the mean score are as follows:

- 1.00-1.80= strongly disagree
- 1.81-2.60 = disagree
- 2.61-3.40 = neutral
- 3.41-4.20 = agree
- 4.21-5.00= strongly agree.

**Data Collection and Analysis**

Data were collected during January 10, 2023 to March 15, 2023. The researchers distributed 310 questionnaires to the selected public limited companies in Bangkok and 298 questionnaires were returned, which can be calculated as 96.12 percent. Both descriptive and inferential statistics were used to analyze data in this research. Descriptive statistics consisting of frequency and percentage were used to analyze demographic profiles of respondents; and mean and standard deviation were used to analyze transformational leadership and organizational efficiency of the selected public limited companies in Bangkok. Inferential statistics consisting of Pearson Correlation and Multiple

Regression Analysis were used to analyze a relationship between transformational leadership and organizational efficiency and the effect of transformational leadership on organizational efficiency of the selected public limited companies in Bangkok. The Statistical Package for The Social Sciences (SPSS) was used to analyze the collected data.

### Results:-

In this section, the researchers presented the research results as follows:

#### The Results of Analysis on Transformational Leadership of Public Limited Companies in Bangkok

In this part, the researchers analyzed transformational leadership comprising of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The research results showed that transformational leadership of public limited companies in Bangkok, in total, was perceived at high level (M = 3.60, SD = 0.33). In particular, inspirational motivation had the highest mean value (M = 4.19, SD = 0.35), followed by idealized influence (M = 3.49, SD = 0.30), intellectual stimulation (M = 3.47, SD = 0.33), and individualized consideration (M = 3.25, SD = 0.34) respectively (Table 1).

**Table 1:-** Mean and Standard Deviation of Transformational leadership of Public limited companies in Bangkok.

Transformational Leadership	M	SD	Level	Ranking
1. Idealized Influence (II)	3.49	0.30	High	2
2. Inspirational Motivation (IM)	4.19	0.35	High	1
3. Intellectual Stimulation (IS)	3.47	0.33	High	3
4. Individualized Consideration (IC)	3.25	0.34	Neutral	4
Total	3.60	0.33	High	

#### The Results of Analysis on Organizational Efficiency of Public Limited Companies in Bangkok

In this part, the researchers analyzed organizational efficiency comprising of quality, quantity, time, and cost. The research results showed that organizational efficiency of public limited companies in Bangkok, in total, was perceived at high level (M = 3.81, SD = 0.53). In particular, cost had the highest mean value (M = 4.25, SD = 0.50), followed by quality (M = 4.19, SD = 0.52), quantity (M = 3.50, SD = 0.54), and time (M = 3.30, SD = 0.56) respectively (Table 2).

**Table 2:-** Mean and Standard Deviation of Organizational Efficiency of Public limited companies in Bangkok.

Organizational Efficiency	M	SD	Level	Ranking
1. Quality	4.19	0.52	High	2
2. Quantity	3.50	0.54	High	3
3. Time	3.30	0.56	Neutral	4
4. Cost	4.25	0.50	Highest	1
Total	3.81	0.53	High	

#### The Results of Analysis on the Correlation between Transformational Leadership and Organizational Efficiency of Public limited companies

Ha1: Transformational leadership has a relationship with organizational efficiency of public limited companies in Bangkok.

In this part, the researchers analyze a relationship between the components of transformational leadership consisting of idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), individualized consideration (IC) and organizational efficiency. The research results showed that the variables of transformational leadership were positively related to organizational efficiency of public limited companies in Bangkok with a correlation ranged between .687 to .869. The highest correlation was a relationship between intellectual stimulation and organizational efficiency (Table 3).

**Table 3:-** The Correlation between Transformational Leadership and Organizational Efficiency.

Variables	II	IM	IS	IC	OE
II	1	.639**	.730**	.819**	.687**
IM		1	.756**	.829**	.792**

IS			1	.857**	.869**	
IC				1	.758**	
OE					1	

\*\* p <.01

### The Results of Analysis on Transformational Leadership Effecting Organizational Efficiency of Public Limited Companies in Bangkok

Ha2: Transformational leadership has an effect on organizational efficiency of public limited companies in Bangkok.

In this part, the researchers analyze the effect of transformational leadership consisting of idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC) on organizational efficiency. The results of Multiple Regression Analysis showed that transformational leadership has an effect on organizational efficiency of public limited companies in Bangkok with statistical significance at the .01 ( $F=63.359$ ,  $p=.000$ ). The forecasting equation from multiple regression analysis can predict the effect of transformational leadership on organizational efficiency of public limited companies in Bangkok at 79.8 percent (Adjusted  $R^2 = .798$ ), whereas, the rest 20.2 percent was the result of other factors, which were not taken into account in this study. In particular, intellectual stimulation had the highest effect on organizational efficiency of public limited companies in Bangkok (Beta = .736,  $p < .01$ ), followed by idealized influence (Beta = .576,  $p < .01$ ), inspirational motivation (Beta = .438,  $p < .01$ ), and idealized consideration (Beta = .317,  $p < .01$ ) (Table 4).

The forecasting equation of the effect of transformational leadership on organizational efficiency of public limited companies in Bangkok can be written in the form of unstandardized and standardized scores as follows:

Unstandardized Score: Organizational Efficiency = .250 (Constant) + .771 Intellectual Stimulation (IS) + .595 Idealized Influence (II) + .449 Inspirational Motivation (IM) + .351 Individualized Consideration (IC)

Standardized Score: Organizational Efficiency = .736 Intellectual Stimulation (IS) + .576 Idealized Influence (II) + .438 Inspirational Motivation (IM) + .317 Individualized Consideration (IC)

**Table 4:- Multiple Regression Coefficients of Transformational Leadership Affecting Organizational Efficiency.**

Variables	Unstandardized coefficients		Standardized coefficients	T	P
	B	SE	$\beta$		
(Constant) (a)	.205	.045		15.728**	.000
1. Idealized Influence (II)	.595	.057	.576	14.823**	.000
2. Inspirational Motivation (IM)	.449	.016	.438	21.822**	.000
3. Intellectual Stimulation (IS)	.771	.038	.736	4.519**	.000
4. Individualized Consideration (IC)	.351	.046	.317	3.857**	.000
	$R^2 = .869$ Adjusted $R^2 = .798$			$F = 63.359$ $P = .000$	
			SE = .387		

\*\*p <.01

### Conclusion and Discussion:-

The research results showed that transformational leadership of public limited companies in Bangkok, in total, was perceived at high level. In particular, inspirational motivation had the highest mean value, followed by idealized influence, intellectual stimulation, and individualized consideration respectively. The results of this research are relevant to the studies of Ghasemy et al. (2018) and Obiwuru et al. (2011) who found that inspirational motivation can increase performance efficiency of employees. The ability of leaders to motivate and gain support and participation from each employee depends on their leadership characteristics and personal competency. Transformational leaders are those who can encourage, inspire and motivate followers to contribute their effort to work for organizational growth and success. In this regard, Stogdill and Coons (1957) and Fry (2003) found that transformational leaders can apply management strategy to guide, motivate and inspire a group of people to express their talent, competency and potential to work for achieving organizational goals.

The research results showed that organizational efficiency of public limited companies in Bangkok, in total, was perceived at high level. In particular, cost had the highest mean value, followed by quality, quantity, and time respectively. Saving cost is very much important for the company to survive and prosper. Saving cost means that the company is able to spend the resources effectively, which leads to gain more profit. In this regard, Aboramadan et al. (2020), Bangbon et al. (2023), Channuwong (2014), and Snongtaweeporn et al. (2020) found that business companies try to save cost and find resources at moderate price with expectation to increase more profit. This because profit of the business is a difference between the amount of money earned and the amount spent on investing, buying, operating and producing the products. If the money earned is more than the money spent, it becomes profit. Akpa et al. (2021) found that quality and quantity of products are the important factors that can attract a great number of customers and expand marketshare. Customers are loyal to business companies if their products meet with high quality standard and respond to their needs. Drucker (1967) described that effective time managers are not just content with starting tasks, but also with their time. In essence, they first find where their time goes, and then plan the use of their time. Ogunsanya et al. (1990) and Onuka et al. (2008) found that time management is one of the most important factors for success and completion of the job. In addition to knowledge and skill, managing time effectively is an important determinant of people to obtain great success and achievement. On the other hand, an ineffective time management can cause failure in doing any business and may lead to create time stress.

The research results showed that the variables of transformational leadership were positively related to organizational efficiency of public limited companies in Bangkok with a correlation ranged between .687 to .869. The highest correlation was a relationship between intellectual stimulation and organizational efficiency. The results of this study are relevant to the studies of Xiao-Hua and Jane (2012) and Channuwong (2018) who found that transformational leadership is positively associated with work performance. The more leaders inspire, stimulate and motivate employees to get involved and participated in the organizational activities, the more performance increases.

The results of Multiple Regression Analysis showed that transformational leadership has an effect on organizational efficiency of public limited companies in Bangkok. The forecasting equation from multiple regression analysis can predict the effect of transformational leadership on organizational efficiency of public limited companies in Bangkok at 79.8 percent (Adjusted  $R^2 = .798$ ), whereas, the rest 20.2 percent was the result of other factors, which were not taken into account in this study. In particular, intellectual stimulation had the highest effect on organizational efficiency of public limited companies in Bangkok, followed by idealized influence, inspirational motivation, and idealized consideration. The results of this study are relevant to the studies of Auareesuksakun and Chuntuk (2016) and Frackenpohl et al. (2016) who found that transformational leaders set vision and strategy, guide, encourage and inspire followers to work in the same direction to achieve the goals and objectives of the organization. In this regard, Channuwong (2009) found that transformational leaders inspire and motivate followers to work with happiness and satisfaction. They can create a stressful environment to be free from stress and appropriate for working to reach organizational goals. They change negative situations to be positive and encourage followers to work with confidence what they will overcome all problems and obstacles.

### **Implication for Practice**

This study revealed that transformational leadership was positively related to organizational efficiency of public limited companies. Moreover, it had a positive effect on organizational efficiency of public limited companies. In particular, intellectual stimulation had the highest correlation and highest effect on organizational efficiency of public limited companies, followed by idealized influence, inspirational motivation, and idealized consideration.

Therefore, organizations should increase intellectual stimulation to employees so that they can work with knowledge, skill, capability and expertise for the sustainable growth and success of the public limited companies. Moreover, idealized influence, inspirational motivation, and idealized consideration should be cultivated in order to inspire, motivate and guide employees to work for achieving organizational goals and purposes.

### **Limitations and Recommendations for Future Research**

This study has some limitations. Firstly, the samples used in this study were confined to employees working in five public limited companies in Bangkok and suburban areas, it is possible that the research results cannot be used to generalize transformational leadership and organizational efficiency of other public limited companies located in other regions of Thailand. Therefore, future study should expand to include employees working in public limited companies in different regions of Thailand. Secondly, the characteristics of transformational leadership in this study

were limited to idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, future research should expand to include other characteristics of leadership such as strong determination, being visionary and strategic man, and result orientation that would have an effect on performance efficiency of public limited companies. Thirdly, organizational efficiency in this study comprised of quality, quantity, time, and cost, future research should focus on other organizational efficiencies such as profit, market share, innovation and customer service.

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