



Administrators' Leadership Traits of Haikou University of Economy in Hainan

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Abstract

The objectives of this research were 1) to study the Administrators' leadership traits of Haikou University of Economy in Hainan, 2) to compare the opinions of administrators, classified by gender, age, education level, and work experience. The sample stratified random sampling consisted of 44 administrators. The research instrument was a 5-rating scale questionnaire with content validity ($IOC=.67-1.00$) and reliability (Cronbach's $\alpha = .97$). The data were statistically analyzed by using frequency, percentage, arithmetic mean, standard deviation, t-test, One-way ANOVA and LSD.

The results of the research were as follows: 1) The administrators' leadership traits of Haikou University of Economy were at a moderate level, in overall and particular aspects, ranking from the highest to the lowest mean: Honest, followed by Inspiring, Competent and Forward-looking, and 2) The opinions of administrators on leadership traits of Haikou University of Economy classified by gender, age, education level, and work experience were statistically significant differences at the level of .05.

Key words: Administrators' Leadership traits, Haikou University of Economy

Background and Statement of the Problem

At present, the central government of China has put forward the construction goal of "accelerating the construction of first-class universities and first-class disciplines and realizing the connotative development of higher education" for higher education. This is the internal requirement of higher education entering a new era and the internal demand of realizing a powerful higher education country. Under the background of continuous deepening of comprehensive reform, the internal management of colleges and universities is becoming more complicated and professional, which urgently requires high-level schools to have a management team with good professional quality and professional training. The administrators of colleges and universities are the leaders of various departments and units, and they are responsible for important functions

such as uploading, organizing and coordinating. The ability and quality of school management personnel has a great impact on the realization of school development goals and the smooth progress of various tasks, especially on the overall level and long-term planning of the school, and also directly affects the school's educational strength.

Chinese President Xi Jinping pointed out in the "Report of the Nineteenth National Congress" (2017) that our party's leading cadres should "comprehensively improve their ability to govern", enhance their learning ability, political leadership ability, reform and innovation ability, scientific development ability, rule of law ability, and mass character. Work ability, implementation ability, risk management ability. and other eight aspects, put forward specific requirements. Therefore, according to the requirements of the "eight skills" of cadres, it is of great practical significance to study the ability and quality of leaders in universities. The administrators of universities are the leaders of various departments and units, and they are responsible for important functions such as uploading, organizing and coordinating. The leadership level of the management personnel has a great impact on the realization of the school's development goals and the smooth progress of various tasks, especially on the overall level of the school and long-term planning, and also directly affects the school's educational strength.

According to the notice on the HU Tianzhu(2022) Successful Administrators' Leadership :Leadership Models and Their traits. Administrators' Leadership traits refer to specific qualities, characteristics, and behaviors exhibited by individuals in executive or leadership roles. These traits are often associated with effective leadership and can have a significant impact on organizational success, employee morale, and overall performance. Administrators' leadership has a profound impact on teacher professional development, student learning, and university effectiveness. Successful Administrators' leadership traits include: promoting vision and sharing with university members; valuing teacher professional development; deepening relationship-building with stakeholders; and being responsive to the university environment. Therefore, understanding the traits of university administrators is at the heart of every governing organization.

The administrators of Hainan Haikou University of Economy are effective in daily administrative processing and emergency management, but there is not enough research on the traits of university administrators and methods to improve the leadership of administrators, and there is a lack of research on theoretical training of administrators. In Zhang Qin (2016) Problems and Challenges in the Construction of Middle-Level Leaders in Universities. University: Research Edition, 2016, it is proposed

that there are relatively few studies on the leadership characteristics of university managers, and the specific situation of the leadership characteristics of university managers is studied. It has very important theoretical value for enriching the leadership training and construction of university administrators.

Therefore, starting from the above conditions, it is appropriate to study the traits of administrators' leadership in Haikou University of Economy. The results will help to establish a solid relationship with leadership effectiveness and will also promote the development of leadership traits of university administrators. Starting from the direction of leadership traits, it will add a path to improve the effectiveness of administrators' leadership. researchers are interested in studying "Administrators Leadership traits of Haikou University of Economy in Hainan " to promote the study of effective Administrators' leadership traits, which further promotes the effectiveness of administrators ' leadership.

Objectives of Research

1. To study the opinion of administrators' leadership traits of Haikou University of Economics.

2. To compare the opinion of the administrators' leadership traits of Haikou University of Economics classified by gender, age, education level and work experience.

Research Hypothesis

The Administrators' opinion on the administrators' leadership traits of Haikou University of Economy are different when classified by different gender, age, education level and work experience.

Research Benefits

- 1.To obtain information about qualities of Administrators' leadership traits of Haikou University of Economics.

- 2.The administrators of Haikou University of Economics use the information received to develop plans for lecturers, deans, and organizational executives at various levels in order to develop such traits that will affect the efficiency of the university.

Conceptual Framework

Independent Variable

Personal background
1) Gender
2) Age
3) Education level
4) Work experience



Dependent Variable

Administrators Leadership traits
1) Honest
2) Forward-looking
3) Inspiring
4) competent

Figure 1.1 Conceptual framework

Research Methodology

The population namely 50 faculty members of the English teaching department of Haikou University of Economics. A total of 44 faculty members consisted of the samples selected by simple random sampling. The sample size group was 44 obtained by table of Krejcie and Morgan (Petchroj, 2019). Instruments for collecting data were questionnaires. The quality of the instrument was checked out by 3 experts who calculated the IOC value which was during .67-1.00, and the reliability was equal to .97.

The quantitative data was analyzed by using descriptive statistics including Frequency, Mean, Standard Deviation, t-test, and one-way ANOVA, and LSD.



Data Analysis

1. The results of faculty staff's opinions regarding Administrators leadership traits of Haikou University of Economics are showed in the following tables.

Table 1 The mean and standard deviation of the administrators' opinion on Administrators' leadership traits of Haikou University of Economy.

(n=44)

Aspect	Administrators leadership traits	\bar{X}	SD	Level	Ranked
1	Honest	4.54	.47	highest	1
2	Forwarding-looking	4.34	.63	high	4
3.	Inspiring	4.48	.57	high	2
4.	Competent	4.47	.58	high	3
Overall		4.46	.52	High	

From Table 1, it revealed that the administrators' opinion for administrators' leadership traits of Haikou University of Economy in total was high level(\bar{X} =4.46, SD=.52).When considered in each aspect, the highest aspect was honest(\bar{X} =4.54, SD=.47). The list of lower aspects were the groups of inspiring, competent, forward-looking.

2. Analysis results of Administrators leadership traits

The results of the administrators' opinion regarding Administrators leadership traits of Haikou University of Economics are shown in the following tables. Classified by individual status, including gender, age, education level and working experience, detailed information is shown in Table 2.

Table 2. Comparison of mean and standard deviation of The results of faculty staff's opinions regarding Administrators leadership traits of Haikou University of Economics. Haikou University of Economics, Hainan Province Classified by personal status.

Table 2

Administrators leadership traits	Personal Status			
	Gender	Age	Working experie nce	Education level
1. Honest	.269	.952	.80	.012**
2. Forward-looking	.402	.357	.98	.004**
3. Inspiring	.011*	.956	.89	.011**
4. Competent	.090	.737	.60	.106
Overall	.091	.713	.87	.010**

**Statistically significant at level of .01

From Table 2, it revealed that administrators' leadership traits of Haikou University of Economy in Hainan were classified by personal status, and there is no difference in age and work experience classification. There are differences in gender and education level. In the gender classification, statistically significant difference at 0.05, the gender of the respondents did not differ in the executive leadership traits of honest, forward-looking and competent, but there was a difference in the aspect of inspiring. The administrators' leadership traits are divided by education level, overall significant, in

the three traits of honest, inspiring, and forward-looking are significant, but no significant in competence.

Conclusion

1.1 Administrators' leadership traits of Haikou University of Economy. It was found that the total of administrators' leadership traits at a high level. The aspect with the highest mean was honest, followed by inspiring, competent and forward-looking respectively, the details of each aspect was as follow:

1.2 The result of Administrators' leadership traits of Haikou University of Economics of honest, the highest aspect was Interact authentically with others, be true to yourself and demonstrate sincerity and integrity in what you say and do and ability to take responsibility for actions and decisions, to admit mistakes and failures, and to take responsibility for self and team performance, followed by The ability to distinguish right from wrong, adhere to high standards of ethics, abide by professional codes of conduct, and adhere to ethical principles, when able to provide true and accurate information, honestly share the latest news, build trust in management for effective teamwork, transparency in all decision-making processes.

1.3 The result of Administrators' leadership traits of Haikou University of Economics of forward-looking, it revealed that the administrators' opinion for forward-looking of administrators' leadership traits in total was high. The highest aspect was Actively embrace innovation and support innovative technologies and methods, followed by Assess possible risks and uncertainties and develop contingency plans and Visionary with a clear vision for the future , Ability to participate in strategic planning to shape good development, Ability to leverage expertise and resources to create synergies and drive positive change. The lowest aspect was Anticipate trends and changes.

1.4 The result of Administrators' leadership traits of Haikou University of Economics of inspiring, it revealed that the administrators' opinion for inspiring of administrators' leadership traits in total was high. The highest aspect was Respect the ideas of subordinates, give support and authorization, followed by Self-Influence and Positive Motivation and Able to stimulate the enthusiasm and creativity of the team, Motivate subordinates to learn and make progress together, Bring the team closer and encourage teamwork, Ability to strengthen bonds with teams in the face of adversity, Effective team motivation building. The one with the lowest mean was the ability to motivate employees to succeed through leadership.

1.5 The result of Administrators' leadership traits of Haikou University of Economy of competent, it revealed that the administrators' opinion for competent of administrators' leadership traits in total was high. The highest aspect was Professional

knowledge and work experience. Followed by Curiosity for new things and Decisive decision- making and problem- solving skills, Strategic thinking with the ability to develop plans and strategies to achieve organizational goals through a clear vision of the future, Have the ability to communicate effectively, including written communication and face- to- face communication, Continuous learning and adaptability, Ability to realistically assess complex environments and issues, Possess the ability to use, combine and plan existing resources, Strong self-driving force and ability to resist pressure.

Discussion

The research results showed that honest was rated as the first among the administrators' Leadership traits in Haikou University of Economics. When administrators demonstrate honesty, they build a foundation of trust and integrity within their university. Because it might be that HUE administrators opened communication, builded strong relationships with employees, colleagues and stakeholders. This finding was in line with Dagmara Lewicka's (2012)**THE IMPORTANCE OF TRUST IN MANAGER-EMPLOYEE RELATIONSHIPS** study. The study proposed that Trust is the result or positive impression of mutual interaction, trust facilitates information flow and knowledge creation. trust can enhance relationships, interaction and cooperation.

The research results showed that inspiring in the university which is the second top administrators' Leadership traits in accordance with the respondents, When managers demonstrate inspiring, when administrators possess the ability to motivate others, they can motivate and guide their teams to achieve superior results. This finding is consistent with Sui Yang's(2012)**The Effect of Transformational Leadership on Follower Performance and Satisfaction: The Mediating Role of Psychological Capital and the Moderating Role of Procedural Justice**. Research suggests that the leadership traits of inspiring can stimulate subordinates' intrinsic motivation and enthusiasm for work, as well as recognition and acceptance of collective vision and goals. Because it might be that HUE administrators can predict hopeful prospects through leadership appeal and communicate how to achieve these goals to subordinates. Leadership charisma also includes expressing high performance e for employees, guiding administrators to have a positive and optimistic work attitude, cultivating teamwork spirit, and making employees looking forward to future development with optimism and hope. Therefore, inspiring is very important in arousing the enthusiasm of subordinates and enhancing hope and self-confidence for the future.

Regarding competent, which is considered as the third place for administrators' Leadership traits, because it might be that HUE administrators competent administrators in their respective fields have deep knowledge and expertise. This expertise gives them the credibility to make informed decisions, provide guidance, and solve complex problems, and employees are more likely to trust and follow leaders who demonstrate a strong grasp of the work domain. This related to Li, Y. T. and Hsu, S. K.(2013)**A Research on the Relationship among Top Manager's Emotional Intelligence, Leadership Competence and Business Performance, consistent with Journal of Civil Service Development**, further expand conceptual skills into essential skills for effective leadership, including developing Skills, presentation skills, educational professionalism, interpersonal skills and technical skills. In this study, leadership was defined as the basic leadership skills of a leader, including Demonstration of behavioral traits, interpersonal relationships, and potential for future training and learning.

In terms of forward-looking, respondents considered this to be the last priority. Because it might be that HUE administrators can align their decisions, goals, and strategies with the organization's long-term vision. This ensures that everyone is working towards a common goal and that resources are allocated efficiently. It enables administrators to make informed decisions that support the future success of the organization. This may be consistent with Pakteeng's(2019) research on **Developing forward-looking and innovative school leaders: the Singapore Leaders in Education Programme**.The study suggests that forward-looking administrators anticipate and embrace change. They encourage a culture of adaptability and continuous improvement, thereby fostering innovation within the organization. Leaders should help improve management quality by supporting employee learning and training to motivate.

5.2.5 Gender, age, work experience had no effect on the opinions of administrators' Leadership traits at the Haikou University of Economics. This is in consistence with the studies of Samukkarn, P. (2011), Boontongkaew, R. (2009), which found that both school teachers and university faculty staff, no matter their gender, age and work experience would be, have the same perception on providing the best quality work they can, having equal opportunity for self-development and position promotion, and expecting security and happiness both in working and living environments.

1) The comparison of administrators' leadership traits by education level. It was found that The overall mean of administrators leadership traits was Bachelor's degree, followed by above bachelor's degree respectively and T-test analysis of the

administrators leadership traits of Haikou University of Economy, Classified by education level found that the teachers with different levels of education, there was no statistically significant difference regarding competent, It is reasonable to support that the education level has no effect on the competence of the administrators leadership traits, but has an effect on the other three administrators leadership traits. This finding is consistent with research in the book **"The center for creative leadership handbook of leadership development"** (2015) by Ellen Van Velsor, Cynthia D. and McCauley. The reason for the limited effect of education level on leadership ability lies in the nature of the management role. Managers typically acquire leadership skills and competencies through practical on-the-job experience. The challenges faced in real-world organizational settings provide valuable opportunities for learning and growth that may exceed knowledge gained through formal education alone. Thus, the practical experience managers gain may outweigh the impact of education on their leadership abilities. The dynamic and ever-evolving nature of the business environment requires leaders to be adaptable and able to continuously learn new skills. Higher education levels can provide a solid foundation, but adaptability and continuous learning are best fostered through a growth mindset and openness to new experiences. Effective leaders actively seek opportunities to develop their leadership skills, regardless of their level of formal education.

2) The reason why education level has an influence on honesty among leadership traits is the difference in management position. This finding is consistent with research in Ellen Van Velsor, Cynthia D., and McCauley's book **"Creative Leadership Handbook Center for Leadership Development"** (2015). Due to the difference in job responsibilities and positions, managers usually work in an independent space instead of working together.

3) Educational levels affect administrator' leadership traits of inspiring and forward-looking. This finding is in line with Marian Iszatt-White and Brigid Carroll 's paper on **"Authentic Leadership Development: Rooted in Positive Forms of Leadership"** (2013) study. The study proposed that Higher education levels often expose individuals to ethical frameworks, critical thinking, and professional standards, which can shape their honest understanding and practice of leadership. Additionally, highly educated leaders may have a greater understanding of the importance of transparency and honesty in organizational settings. Educational levels affect a leader's ability to inspire others through knowledge, expertise, and effective communication. Higher education leaders may have a broader knowledge base that allows them to articulate a compelling vision and motivate their teams. Additionally, higher education can develop communication skills, critical thinking, and the ability to connect with others on an intellectual and emotional level. Educational levels can shape a leader's

strategic thinking, long-term planning, and ability to anticipate future challenges and opportunities. Higher education levels often involve exposure to advanced theory, research and analytical skills that enhance a leader's ability to think critically and forwardly about the future of the organization. This allows leaders to develop forward thinking and make informed decisions that align with long-term goals.

Suggestions

1.Suggestions of honest to improve administrators' leadership of Haikou University of Economy, the research results show that honest is much larger than any other motivation factors. Foster an environment of open and honest communication. Encourage your team members to share their opinions, concerns, and ideas, and promoting honesty as a leadership trait requires ongoing effort, clear communication, and a commitment to upholding ethical standards. Make decisions as transparent as possible by creating an environment that values and promotes honesty, taking into account each subordinate's situation in decision-making, promotions, and project formulation.

2.Suggestions of competent to improve administrators leadership of Haikou University of Economy, to improve administrators' Leadership traits of competent, administrators are encouraged to continue learning to improve their knowledge and skills. Provide professional development opportunities such as workshops, training programs to keep them abreast of industry trends, best practices and leadership theories. Encourage administrators to obtain relevant certification or pursue higher education to deepen their expertise; establish mentoring or mentoring programs where experienced leaders can guide and support administrators in developing their capabilities. Pair administrators with mentors who have expertise in their field and can provide guidance, feedback and advice. Regularly review progress and provide opportunities for reflection and growth; implement a robust performance feedback and appraisal system to assess management capabilities. Provide timely and constructive feedback to management, highlighting areas of strength and areas for improvement. Use performance appraisals as a platform to set clear goals and expectations and support administrators in developing necessary competencies; delegate authority and responsibility to administrators to develop their competencies. Provide opportunities for them to lead projects, make decisions and demonstrate competence. Administrators are encouraged to take responsibility for their work and empowered to find innovative solutions to challenges.

3.Suggestions of inspiring to improve administrators's leadership of Haikou University of Economy, to improve administrators' Leadership traits of inspiring,

Prioritizes the growth and development of team members, identifying their strengths and areas for improvement, and providing opportunities for learning and skill development. Foster a culture of continuous learning, providing coaching, mentoring and training programs to support their professional growth. Create a positive and inclusive work environment: Create a work environment that encourages positivity, collaboration and inclusion. Encourages open communication, respects different perspectives, values the contributions of all team members, and recognizes and appreciates individual and team achievements.

4. Suggestions of forward-looking to improve administrators leadership of Haikou University of Economy, to improve administrators' Leadership traits of forward-looking, university should encourage administrators to stay abreast of industry trends, technological advances, and changes in the educational landscape. Foster a culture of continuous learning by providing administrators with resources and opportunities to expand their knowledge. This may include attending conferences, participating in trade associations, and participating in professional development programs; encouraging administrators to collaborate across departments and participate in cross-functional projects. This facilitates a broader view, enabling administrators to gain insights from different areas of the university. National collaboration also encourages the sharing of diverse ideas and perspectives, leading to more forward-looking decision-making; creating a culture that values continuous learning and growth. Administrators are encouraged to seek new knowledge, attend relevant workshops or seminars, and gain access to professional development opportunities. Provide resources and support for their learning programs and recognize and reward their efforts to enhance prospective capabilities.

Acknowledgement

The sincerest thanks and appreciation is given to my supervisor, Assoc. Prof. Dr. Sakda Sathapornwachana, whose suggestions and encouragement have given me much insight into educational management in higher education.

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