

FACTORS INFLUENCING WORK EFFECTIVENESS OF THE WOMEN EMPOWERMENT FUNDS

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ABSTRACT:

The revolving fund policy for women is very interesting policy with the aim of career development and creating jobs result in generate income for family and sustainable communities. Therefore, we have to know the factors that make the fund successful. The research aimed to study the direct, indirect and total effects of causal factors influencing work effectiveness of the women empowerment funds in Phetchaburi Province. The population consisted of 1,198 funds managers of the Women Empowerment Funds in Petchabun province and the sample size was in line with guidelines of Hair et.al. The sample group consisted of 320 funds managers were selected by using a stratified random sampling technique, while participants from each working group were randomly selected by simple random sampling by drawing lots, Questionnaires were used to collect the data. The statistical analysis was subjected to Path Analysis in order to study the direct, indirect and total effects of causal factors influencing effectiveness of the women empowerment funds in Phetchaburi Province.

The study revealed that transformational leadership, transactional leadership and management had direct effect on the work effectiveness of the women empowerment funds. The study also revealed that transformational leadership, transactional leadership had an indirect effect on the work effectiveness of the women empowerment funds through management. Total effect on the work effectiveness of the women empowerment funds in Phetchaburi Province, the study revealed management as the most impactful on the work effectiveness followed by transactional leadership and transformational leadership.

Keywords: transformational leadership, transactional leadership, effectiveness, the women empowerment funds

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Introduction

Women's potential is a strong social force can help lead and contribute to building a society.

For this reason, the revolving fund policy for women is very interesting policy. This fund like the fund of women's breath because it is a fund for women. Especially women who lack access to funding resources that can support them both revolving funds to create jobs, create careers, generate income and subsidies to develop the potential of women (Thabhiranrak, T. & Jermisittiparsert, K., 2019). As we all know, a revolving fund with similar characteristics, for example in Cambodia. The Urban Poor Development Fund (UPDF) was established in

1998 to provide soft loans to poor communities for supporting of their development needs like a National Village and Urban Community Fund in Thailand (Luengalongkot, P., 2020). In addition, In Thailand there is project that Thai government has a policy is the Thai Women Empowerment Funds (The Women Empowerment Funds Office ,2019). The primary purposes of the Women Empowerment Funds are to mobilize resources to provide financial support to women-led organizations for driving the grass-root economy, improving the quality of women's lives, stabilizing their economic conditions and elevating their socioeconomic and political leadership to be able to address women-related

issues in their community, and to be able to exercise their managerial ability in sustaining the Funds, where the interrelated composition of the administration consists of 1) planning and goal setting, 2) implementation of the plan, 3) material management, 4) equipment and technologies, 5) organizational leadership, 6) personnel management, 7) supervision, 8) organization, and 9) coordinating and reporting, as cited by Rukliang (2007). However, the Funds haven't operated at their full capacity, due to many reasons: 1) limited budget and manpower; 2) lack of knowledge and strategy in women's capacity development on the part of responsible administrators and administrative staff; 3) lack of effective information technology; 4) lack of planning and coordination with relevant internal offices; and 5) lack of knowledge and information concerning the work of the Fund on the part of relevant ministries and departments. Therefore, the Women Empowerment Funds need efficient management and executives with strong leadership skills to render work effectiveness. The effectiveness, in turn, provides reliable information to be used as a strong base on which further effectiveness of the funds are to be built up, which can ensure the survival of the organizations (Walaiporn Loganit & Pongsatean Luengalongkot, 2017). Effectiveness consists of 4 task-based goals, with transformational leadership, transactional leadership and management as direct indicators, and with performance effectiveness as an indirect indicator. Each indicator encompasses goal achievement, internal condition maintenance, integration and adjustability (Campbell, 1977; Duran, 2019; Kim, 2019; Can & Kutluca Canbulat, 2019)

The Women Empowerment Funds in Petchabun have been proceeding soft loans to Thai women with the aim of career development as well as creating jobs and generate income for family and sustainable communities. In addition, for supporting of their development needs also. For this reason, if The Women Empowerment Funds in Petchabun can work effectiveness result in

career development and creating jobs bring to sustainable development. Therefore, we have to know the factors that make the fund successful. From review of literature on the factors influencing work effectiveness of the women empowerment funds in Phetchaburi Province revealed three direct factors that consist of transformational leadership, transactional leadership and management effect on work effectiveness of the women empowerment funds. However, we still not sure does it actually effect. In addition, organizational administrative processes also play an important role in addressing work performance problems of the Women Empowerment Funds in Petchabun. Administration, demanding cooperation from at least two persons in striving to achieve a common goal, or to meet what has been determined by administrators, is indispensable to work systems. Because of the background and situations mentioned above, the researchers decided to study the factors influencing work effectiveness of the women empowerment funds in Phetchaburi Province to derive information as a guideline for further development of the discover factors and can be used to maximize work performance.

Research objectives

This study aims to study direct, indirect and total effects of causal factors influencing work effectiveness of the women empowerment funds in Phetchaburi Province

Research hypothesis

Causal factors in the study of direct, indirect, and total effects influencing work effectiveness of the women empowerment funds in Phetchaburi Province

Literature Review

In reviewing relevant literature, the researchers decided to adopt theory and research result to create conceptual framework. Conceptual framework is a narrative form of representation of the main concepts that is shown as a diagram. Transformational leadership is the behavior that leaders demonstrate in their work is a process in

which leaders influence their co-workers by transforming their efforts to higher than expected. Transactional leadership is the process by which leaders reward or punish followers. Depending on the performance of the follower. Management is Planning process Organizing, directing and controlling the efforts of its members. And use other resources for the success of the goals of the organization. Work effectiveness is the ability of the organization to spend time quickly Use resources economically and cost-effectively for the organization's success (Hsu, 2002). Moreover, conceptual framework is stemmed from the theoretical framework (Kumar, 2014). A review of literature on the factors influencing work effectiveness of the women empowerment funds in Phetchaburi Province revealed three direct factors effect on work effectiveness of the women

empowerment funds which was described in details as follows. Bass, Bernard M. & Avolio, Bruce J. (1994) which indicated that that transformational leadership had an effect on the work effectiveness, Luengalongkot (2020) found that transactional leadership had an effect on the work effectiveness; Rukliang (2007) indicated that management had an effect on the work effectiveness. Furthermore, Luengalongkot (2019) found that transformational leadership had an indirect effect on the work effectiveness of the women empowerment funds through management and Voha (2012) indicated that transactional leadership had an indirect effect on the work effectiveness of the women empowerment funds through management when reviewed successfully, researchers have developed a conceptual framework by the author suggested in Figure 1.

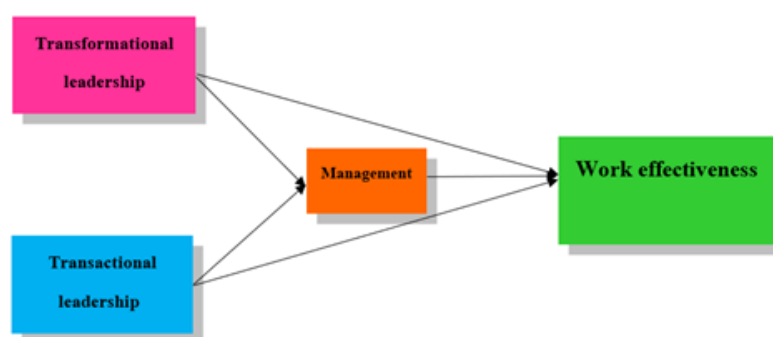


Figure 1: Conceptual Framework

Methodology

This is quantitative research. The data in this research was collected from a documentary study and from a sample group and the research area is women empowerment funds in Phetchaburi Province

The population in this research are personnel in Phetchabun Women Empowerment Funds, including the province-level sub-committee for the Women Empowerment Funds management, district sub-committee for screening and monitoring operations of The Women Empowerment Funds, provincial sub-committee for mobilizing the Funds, and district and sub-district mobilizing committee of the Women

Empowerment Funds. Total 1,198 funds managers. The sample group consisted of 320 funds managers

The size was determined in line with guidelines of Hair et. al. (2010, p. 102) which stipulated 10-20 times the number of observed variables. which was 16 in this research. When the sample size of 320 was determined (16x20). The sample group were selected by using a stratified random sampling technique, while participants from each working group were randomly selected by simple random sampling by drawing lots. The tools used to collect data were questionnaires. The researchers constructed the questionnaires and then validated, as follows:

1. The questionnaires which were already examined by the advisors were forwarded to 5 experts for content validity. (Best & Kahn, 2014, p. 297). Calculate the index of item-objective congruence. To arrive at that, the researcher will use the below formula:

$$IOC = (\sum R)/N, \text{ where}$$

IOC = index of item-objective congruence

R = Score of comment from experts

N = Number of experts

The calculated index of IOC is the determinant whether to keep or discard the item in the questionnaire. The set conditions are as follow: If $0.5 \leq IOC \leq 1.00$, it means the index of item-objective congruence is acceptable; thus, the item will be kept in the questionnaire for use. If $IOC < 0.5$, it means the index of item-objective congruence is not suitable and fit for use; thus, the item shall be revised and/or withdrawn. The questionnaires were found to have IOC ((Index of Item Objective Congruence) over 0.50, showing the content validity consistent with the research objectives.

2. The questionnaires with content validity approved by the experts were tested with a group of 30 people from the research population. They were those from outside the selected sample group, but who shared similar personal and professional data. The questionnaires revealed

Cronbach's Alpha Coefficient of 0.90, ensuring the questionnaires' reliability.

Data Analyses

To test research hypothesis "competencies do affect work efficiency of task-based employees in local administrative organizations in Eastern Provinces Group 2" Path Analysis was used at the significance level of 0.01.

Data Collection

Collecting the data was one important process and integral part for doing a research (Sekaran & Bougie, 2009, p. 184). In the course of fruitfully collecting data for this research, the researcher was asked permission from Head of women empowerment funds in Phetchaburi Province to allow for data collection from their fund manager. For that to happen, after granting the approval from faculty, the data collection permission letters have been distributed to the sample group consisted of 320 fund managers. The completed questionnaires will be collected, analyzed, and drawn fundamental conclusion by the researcher.

Research results

Chart 1: Effects work effectiveness of Phetchabun Women Empowerment Funds

| Factors | Work effectiveness F4 | | | | Management F3 | | | |
|-----------------------------------|--------------------------|---------|----|---------|------------------|----|----|---------|
| | DE | IE | | TE | DE | IE | | TE |
| | | F3 | F2 | | | F3 | F2 | |
| Transformational leadership F1 | 0.038** | 0.393** | | 0.431** | 0.446** | | | 0.446** |
| Transactional leadership F2 | 0.071** | 0.410** | | 0.481** | 0.465** | | | 0.465** |
| Management F3 | 0.881** | | | 0.881** | | | | |

Note: ** is $p < .01$ DE= Direct effect, IE =Indirect effect

Chart 1: The study revealed that transformational leadership had an effect on the work effectiveness of the women empowerment funds with coefficients of 0.038 ($p < 0.01$). Transactional leadership had an effect on the work effectiveness of the women empowerment funds with coefficients 0.071 ($p < 0.01$). Management had an effect on the work effectiveness of the women empowerment funds with coefficients 0.881 ($p < 0.01$). The study also revealed that transformational leadership had an indirect effect on the work effectiveness of the women empowerment funds through management. Transactional leadership had an indirect effect on

the work effectiveness of the women empowerment funds through management. Total effect on the work effectiveness, the study revealed management as the most impactful on the work effectiveness of the women empowerment funds with coefficients 0.881 ($p < 0.01$) followed by transactional leadership and transformational leadership with a coefficient of 0.481 ($p < 0.0$), and transformational leadership with a coefficient of 0.431 ($p < 0.01$).

The result from the study on direct, indirect, and total effects of causal factors on the work effectiveness of the Phetchabun Women Empowerment Funds was showed in Figure 1

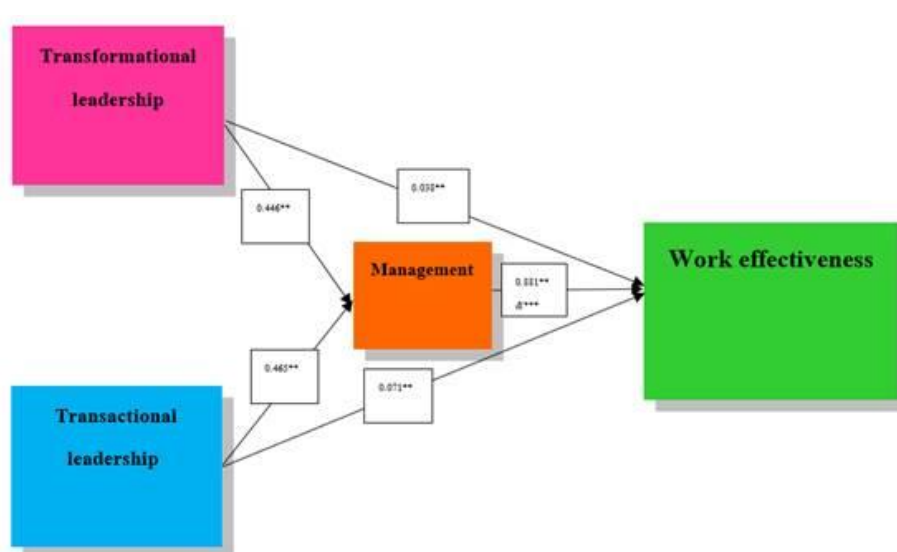


Figure 1: Work effectiveness model

Discussions and Conclusion

The research findings can be used for planning, and as a framework for the management of the Phetchabun Women Empowerment Funds, which will lead to enhanced performance effectiveness and its stability. The study revealed transformational leadership had an effect on the work effectiveness of the women empowerment funds. Transformation leadership as a force to enhance the long-term creative success of the women empowerment funds by encouraging and stimulating the positive development of the organization, fostering a work environment with clear values, priorities, standards and loyalty,

building teamwork, and improving organizational structure to drive the organization to reach common goals amid the changes the organization is facing. They provide inspiration and motivation to members, and take into consideration individual differences among the members to drive them to their full capacity. This responds to the idea of Jeedekum (2016, p. 18-19), who sees transformational leadership as behavior of leaders who exemplify standards within the organization and encourage the same of others, while also encouraging employees to move from an attitude of self-interest to that for the common good. As a result, transformational leadership had an effect

on the work effectiveness of the women empowerment funds. The study also revealed transactional leadership had an effect on the work effectiveness of the women empowerment funds. Transactional leadership as a driving force for smooth operations to reach the women empowerment funds aims through an exchange relationship between Funds members and managers. When the members perform well, they receive a reward. This relationship focuses on the achievement of certain tasks, which in turn, leads to improved performance effectiveness. Transactional leaders focus on the exchange of rewards between leaders (managers) and followers (members) in terms of the standard of work set by the leaders, where members are rewarded with what they want from their work as long as they carry out the work in line with the standard and achieve the task or organizational goals. This view is consistent with that of Keller (Keller, R., 1980), who sees, in this kind of leadership, an exchange relationship between leaders and followers, in which the leaders are tasked with letting group members know what are exactly expected, and offering rewards for performing tasks well. The followers then receive rewards, and the leaders benefit from the task achievement. Transactional leadership can be made more personal, or in other words, more transformational by building self confidence in the followers, and more responsive to their needs, and offering moral support. In addition, Transactional leadership as knowing what employees (followers) need from their work, and respond to their needs when their performance meets the goals (set for the work by the leaders), and continue rewarding them as long as they achieve the set standard (Jirawan Voravichitsakul, 2012). Transactional leaders are defined as those who 1) provide situational rewards by praising those who reach work goals; 2) manage without interfering unless the performance is not up to standard or likely to lead to failure; and 3) provide rewards to employees whose work is up to standard. As a result, transactional leadership had

an effect on the work effectiveness of the women empowerment funds. This study also revealed management had an effect on the work effectiveness of the women empowerment funds. Management as a system of interrelated work procedures leading to a set of aims for the funds. Effective management is then essential to the Funds achievements, which were evaluated from 9 observable variables: planning and aim setting, planning implementation, personnel management, equipment and technology management, organizational leadership, budget management, organizational management, supervision, coordination and reporting (Srinivasan, Nontakorn, 2016). As a result, management had an effect on the work effectiveness of the women empowerment funds (Chavaha, C., Lekhawichit, N., Chienwattanasook, K., & Jernsittiparsert, K., 2020).

Indirect effect; that transformational leadership had an indirect effect on the work effectiveness of the women empowerment funds through management. The Fund managers in the study were viewed as trustworthy leaders who created a clear vision for the Fund members and guided change through inspiration and motivation and set themselves as good role models. Coworkers under these leaders feel trust, admiration, loyalty and respect for the leader, and because of the qualities of the transformational leader, are willing to work hard to reach the mission aims by passing management process that consist of 9 observable variables: planning and aim setting, planning implementation, personnel management, equipment and technology management, organizational leadership, budget management, organizational management, supervision, coordination and reporting (Sanguannam, 2008, p.71). The study also revealed transactional leadership had an indirect effect on the work effectiveness of the women empowerment funds through management. The leadership was viewed in correspondence with that of Yukl (1981) as a force for speeding up operations to achieve task and organizational aims through an exchange

relationship between Fund members and managers, in which the leaders (managers) clearly specified what was exactly expected of members, and offered them rewards in exchange for their work in reaching the aims set by the leaders by passing management process that consist of 4 observable variables: planning, organizing, leading and controlling (Wongsurawat, K. & Jermisittiparsert, K., 2020).

Total effect on the work effectiveness of the women empowerment funds in Phetchaburi Province, the study revealed management as the most impactful on the work effectiveness followed by transactional leadership and transformational leadership. From this research we found that management as the most impactful on the work effectiveness followed by transactional leadership and transformational leadership. For this reason, the management team of the Phetchabun Women Empowerment Funds should set a policy to promote transformational leadership, transactional leadership and management to fund manager and fund management should improve and training their skill about management and transactional leadership in order to increase work effectiveness of the women empowerment funds in Phetchaburi Province. For the next research that need to get more detail information, the researcher suggests that qualitative research should be conducted on factors influencing work effectiveness of the women empowerment funds in Phetchabun Province.

Note: This article is part of a research on Model of Effectiveness of the Implementation of Woman Funds

In Phetchabun Province.

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