

**Abstract**

The objectives of this research were to study transformational leadership of supervisor and competency enhancement factors of transformational leadership of supervisor in Twins Special Company. The findings indicated that transformational leadership of the supervisors which were selected as a sample group was at average levels in overall and all aspects ($\bar{x}=3.39$). Sorted from high to low were as follow; inspiration motivation ($\bar{x}=3.45$), followed by idealized influence ($\bar{x}=3.40$), intellectual stimulation ($\bar{x}=3.39$), individualized consideration ($\bar{x}=3.31$). For the inspiration motivation, the indicator with the highest score was supervisors implemented methods to influence subordinates to achieve the goals ($\bar{x}=3.75$), followed by employees clearly perceived and understood the goals ($\bar{x}=3.66$). Meanwhile, the indicator with the lowest score was supervisors regularly assigned challenging tasks to employees ($\bar{x}=3.32$), the second lowest was supervisors often encouraged employees to have inspiration in working and living ($\bar{x}=3.33$).

For idealized influence, the indicator with the highest score was supervisors had high competency and being respected by employees ($\bar{x}=3.70$), followed by supervisors were very self-confident ($\bar{x}=3.63$). In contrary, the indicator with the lowest score was supervisors often praised employees ($\bar{x}=3.14$), the second lowest was benefits of followers were considered for decision making of supervisor ($\bar{x}=3.29$). For intellectual stimulation, the indicator with the highest score was supervisors encouraged employees to realize problems and consider the consequence ($\bar{x}=3.54$), followed by supervisor encouraged employees to solve problems by themselves ($\bar{x}=3.51$). Furthermore, the indicator with lowest score was that supervisors were pleased to receive new ideas of employees and without criticism ($\bar{x}=3.29$), followed by supervisor often encouraged employees to create new ideas or working styles ($\bar{x}=3.37$). Lastly, for individualized consideration, the indicator with the highest score was employees were eager to accomplish the tasks assigned by supervisor ($\bar{x}=3.81$), followed by supervisors always listened to problems and help employees to solve it ($\bar{x}=3.53$). Moreover, the indicator with lowest score was supervisors introduced job for employees individually in order to improve it ($\bar{x}=2.98$), followed by supervisors considered employees as important persons ($\bar{x}=3.15$).

Keywords: Transformational Leadership, Supervisor, Small and Medium Enterprise