

Creative Leadership and School of Zhonghar Vocational and Technical College

Yi Min¹ and Ntapat Worapongpat²

Faculty of Education Bangkok Thonburi University, Thailand¹

Center for Knowledge Transfer, Technology, Community Innovation, Entrepreneurship, Tourism and Education

Educational Innovation Institute Association for the Promotion of Alternative Education, Thailand²

E-mail: ¹dr.thiwat@gmail.com; ²ntapat.wor@bkkthon.ac.th

Abstract

This article has the objectives of 1. To study the level of creative leadership and management of school administrators in Zhonghar Vocational and Technical College. 2. To study the work at the executive level of school administrators. School in Zhonghar Vocational and Technical College 3. To study the relationship between creative leadership and administration of school administrators in Zhonghar Vocational and Technical College. 152 teachers The purposive selection method was used. There was 1 type of research tools: 1) a questionnaire to analyze data by mean, standard deviation. The statistical value used to test the hypothesis with the t-value The statistical value used to test the hypothesis was the correlation coefficient F. The results showed that

1. It was found that the overall creative leadership and administration of educational institution administrators were at a high level in all aspects at a high level. Team work

2. It was found that the administrative level of school administrators according to the teachers' point of view on budget management Executives study and analyze plans and allocate budgets according to the framework. direction of school

3. It was found that creative leadership in overall imagination was positively correlated with Management of school administrators in terms of imagination and academic administration.

Keywords: Creative; Leadership; Technical College; Zhonghar Vocational

Introduction

The educational institutes that manage education are divided into 3 sizes: small, medium, and large. The educational institute administrators are responsible for the work of personnel in the school (Sermsong, Chaophong, 2021) and must be managed effectively. The new generation of leaders must rethink and must produce the results of thinking. There must be results from the perspective of Critical mind, Transformation and Imaginary at the same time. Creative leadership should therefore be a model of Creative development and productivity. It is essential to further study leadership with research methods in terms of concepts, patterns, and processes (Yuenying, 2020) in line with the concept of creative leadership of Stall and Tay. Temper (Wongsawan, et al., 2017) said that Creative Leadership It is a behavior that responds imaginatively through deep reflection. Thoroughness in various situations and challenging issues (Challenge)

Creative Leadership is the behavior and ability of school administrators to Promote and introduce new processes systematically with new methods ready to change and Enabling a collective response in an innovative process in troubleshooting and operating according to various situations to develop and increase efficiency in educational institutions all the time have a positive view turn crisis into opportunity and have the ability to adapt flexibly to various situations effectively, in line with the concept of Bassadur (Thammaraks, Petchsombat, 2020) gave the concept of creative leadership that Creative leadership is leading people in a process (Process) or with a method (Method) together. Solving problems with new methods (New solution) is a process that is necessary to communicate between effective person and can quickly understand that creative process

Leadership is the process of school administrators influencing their subordinates. causing an activity or change In order to achieve the goals of the educational institution set by using support, persuasion, motivating people to follow with enthusiasm and willingness. and willing to cooperate in order to lead to effective operation and management of education in educational institutions and effectiveness that leadership is the ability of school administrators to cause activities or changes to achieve the objectives of educational institutions using persuasion Incentivize individuals to act according to the opinions of management. willingly and willing to cooperate in which the leader must influence the person or school causing activity or change Be a creative leader and be a creator. good culture for educational institutions. The importance of self-leadership must be able to develop themselves both in terms of skills, knowledge and understanding in various principles to be able to work efficiently In this condition, the characteristics of a leader called Creative Leadership Therefore, it is very important to be

able to adapt to keep up with the environment. Such quick adjustments able to respond appropriately to various changes occurring in society

Research Objectives

1. To study the level of creative leadership and management of school administrators in Zhonghar Vocational and Technical College.

2. To study the work at the executive level of school administrators. School in Zhonghar Vocational and Technical College

3. To study the relationship between creative leadership and administration of school administrators in Zhonghar Vocational and Technical College

Research Hypothesis

1. Administrators at different levels of education had different opinions on the impact of creative leadership management on school administrators' administration. Schools of Zhonghar Vocational College and Technical College

2. Different management experiences had different opinions on the impact of research on creative leadership and school administrators' management. Schools of Zhonghar Vocational College and Technical College

3. The relationship between creative leadership and the management of school administrators was different. Schools of Zhonghar Vocational College and Technical College

Literature Review

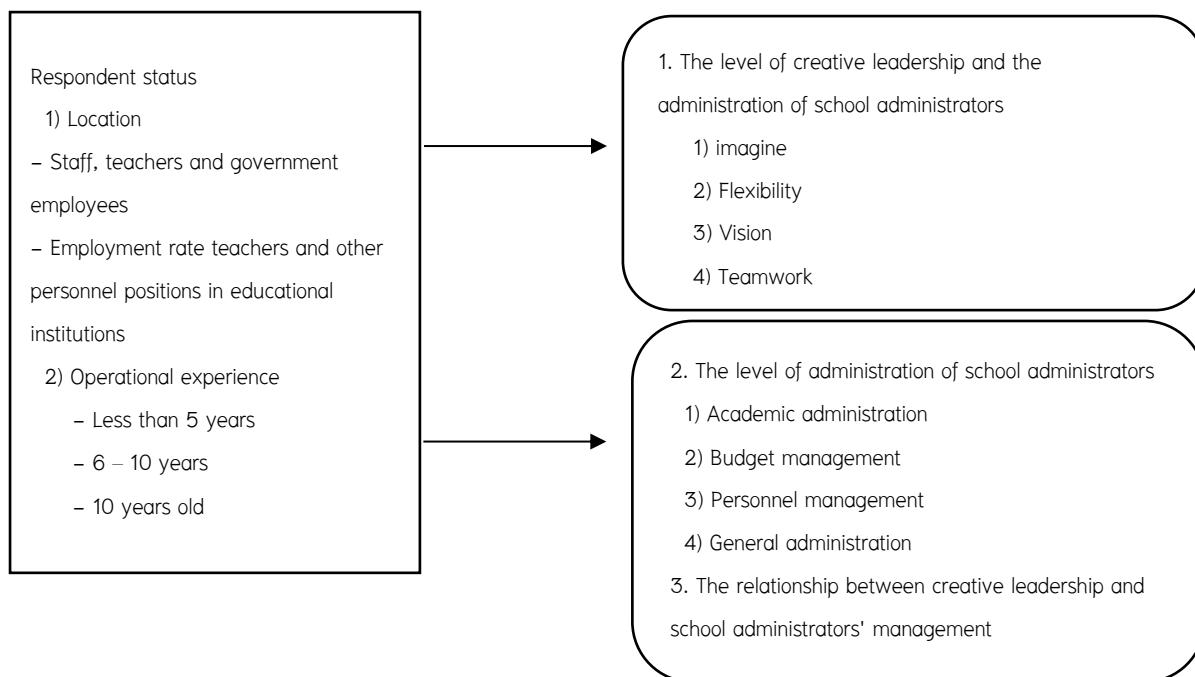
The content scope of this research aims to study creative leadership and management of educational institution administrators in Schools of Zhonghar Vocational College and Technical College. This research aims to study the content of 2 issues, namely

1) Creative Leadership of Educational Institution Administrators in Schools of Zhonghar Vocational College and Technical College. According to Chernin and Bennis School Administrators' Creative Leadership Concept cited in which consists of 4 aspects: – imagination – Flexibility – vision – Teamwork

2) The administration of all 4 aspects of the educational institution according to the criteria and method of decentralization. Administration and management of Chinese education – Academic administration – Budget management – Personnel management – General administration

Research Conceptual Framework

From the study of concepts, theories and related research on creative leadership and administration of school administrators in of Zhongshan City, Guangdong Province, China the researcher has done Synthesis of Elements of Creative Leadership by Chernin and Bennis Thammaraks & Petchsombat (2020) The researcher therefore concluded the conceptual framework of the research as follows.



Research Methodology

This research is a (quantitative) research area, which is ZHONGHAR VACALTIONAL AND TECHNICAL COLLEGE. The research process is divided into 3 steps as follows.

Step 1 : To study the level of creative leadership and the management of school administrators. (The population sample was teachers in Schools of Zhonghar Vocational College and Technical College Academic year 2023, 152 students. A questionnaire on the general status of the respondents.

Step 2: to study the level of administration of school administrators (The sample group of teachers in Schools of Zhonghar Vocational College and Technical College. The questionnaire consisted of 3 aspects: imagination, flexibility, vision and teamwork.

The third step was to study the relationship between creative leadership and school administrators' management. (The sample of teachers in the group of teachers in Schools of Zhonghar Vocational College and Technical College, a questionnaire on the administration of school administrators

in 4 aspects, namely academic administration; budget management Personnel Management and general administration The nature of the questionnaire is a 5–level Rating Scale according to the Likert Scale).

2. How to create tools

1) Study and research from the research papers related to leadership style. and the scope of administrative tasks of school administrators

2) Use the information obtained from the study to create and develop the questionnaire to cover the content of creative leadership of school administrators.

3) Bring the completed questionnaire to the research advisor. to inspect and make suggestions and improvements

4) Find the quality of the questionnaire by finding the validity of the content (Content Validity) and confidence. (Reliability) of the questionnaire

5) Analyze the validity of the questionnaire. The researcher brought the revised and revised questionnaire to 5 experts to examine for content validity and accuracy in order to understand the respondents and be able to measure according to the desired objectives between .60–1.00.

6) Take the test that has been checked for content validity and validity and then re–check and improve it again and take the complete questionnaire as data with the sample for further research.

3. Data Collection

– The researcher conducts data collection by sending questionnaires to the samples themselves via WeChat.

– The researcher asked the respondents to return the collected questionnaires back to their own. which the researcher will go to claim the money back by himself

– The researcher brought the questionnaire to check the completeness of the answers. Then the data were analyzed by general statistical methods.

Data Analysis

1) Analyze the general status of the respondents by using frequency distribution and percentage determination, presented in the form of a table for explanation below the table.

2) Analyze the creative leadership of school administrators. Using the mean (Mean) using the absolute criteria (Absolute Criteria)

3) Analyze the administration of educational institute administrators. The arithmetic mean (Mean) and the standard deviation (S.D) were presented. The data were presented using tables annotated by setting criteria for analyzing the concept of Best.

4) Analyze the T-Test by comparing the level of creative leadership of school administrators. classified by position

5) T-Test was analyzed by comparing the level of administration of school administrators, group school administrators. classified by position

6) Analyze the F-Test by comparing the levels of creative leadership of school administrators classified by work experience.

7) F-Test was analyzed by comparing the level of administration of school administrators, group school administrators classified by work experience.

8) Analyze the relationship between creative leadership and school administrators' management by using Song Pearson simple correlation coefficients.

2. Statistics used to analyze tools

1) Statistics used to determine the quality of tools – Determining the quality of the validity of the tool by finding the index of correspondence of the question to the main point of the content or IOC (Index of Items–Objective Congruence) of Rovinelli and Hambleton. The confidence of the instrument by determining the Cronbach's alpha-coefficient.

2) Statistics used in data analysis are frequency, percentage, average score. Standard Deviation, T-Test, F-Test, Pearson's Product Moment Correlation Coefficient

Research Results

Objective 1. The research results showed that level of creative leadership and management of school administrators in Zhonghar Vocational and Technical College.

Table 1 Mean and Standard Deviation of Creative Leadership and Administration of School Administrators of the of Zhonghar Vocational College and Technical College

Aspects	Creative leadership of	$\bar{X}$	S . D .	Level	Ranking
School Administrators					
1.	Imagination	4.30	0 . 08	high level	2
2.	Flexibility	4.17	0 . 12	high level	4
3.	Vision	4.24	0 . 09	high level	3
4.	Team work	4.31	0 . 04	high level	1
Total		4.25	0. 03	high level	

From Table 1, Creative Leadership and Administration of School Administrators of Zhonghar Vocational College and Technical College Overall, it was at a high level ($\bar{X} = 4.25$). When considering each side, it was found that All aspects are at a high level. The side with the highest mean is Teamwork ($\bar{X} = 4.31$), followed by imagination ($\bar{X} = 4.30$), vision ($\bar{X} = 4.24$) and the aspect with the lowest average was flexibility ($\bar{X} = 4.17$).

Table 2 Mean and Standard Deviation of Creative Leadership and Management of Zhonghar Vocational College and Technical College Team work

Teamwork	$\bar{X}$	S . D .	Level	Rank
1 Executives set goals and objectives of working together	4.16	0.68	high level	8
2 . Executives work as a group arising from build a good relationship of colleagues	4.14	0.61	high level	9
3 . Executives have a meeting to delegate duties 4.to teachers in educational institutions	4.46	0.68	much	2
a lot of brainstorming of teachers' opinions to solve problems within educational institutions	4.32	0.73	high level	4
5 . The executives behaved as a good role model in teamwork	4.27	0.67	high level	6
6 . The executives follow up the performance regularly	4.51	0.62	a lot	1
7 . Executives have assignments and planning together	4.37	0.61	a lot	3
8. Administrators allow teachers to show Opinions Listen and collaborate solve problems appropriately	4.31	0.73	high level	5
9. Administrators allow teachers to participate in deciding to plan the implementation of various activities	4.21	0.61	very	7
Total	4.31	0.04	A lot	

From Table 2 Creative Leadership and Administration of School Administrators of Zhonghar Vocational College and Technical College Team work Overall, it was at a high level ($\bar{X} = 4.30$). When considering individually, it was found that All aspects are at a high level. The item with the highest mean was Executives plan according to the vision, mission. and school strategy effectively ($\bar{X} = 4.51$), followed by administrators having a meeting to assign different duties to teachers in schools ($\bar{X} = 4.46$). Executives work as a team resulting from building good relationships. of colleagues ($\bar{X} = 4.14$)

Objective 2. The research results showed that the work at the executive level of school administrators. School in Zhonghar Vocational and Technical College

Table 3 Mean and Standard Deviation Administration of School Administrators from the Perspectives of Teachers of Zhonghar Vocational College and Technical College budget management

at budget management	$\bar{X}$	S . D .	level	rank
1 . Executives have a lot of study and analysis of plans and allocate the budget accordingly educational institution direction framework	4 .3 5	0 . 5 4	high level	1
2 . Administrators allow teachers to participate in planning spending School budget	4 .1 5	0 .59	high level	6
3 . The executives have a lot of development plans short term and long term of educational institutions	4 .35	0 . 6 1	high level	1
4 . The management prepares resource data Propose guidelines for administration and management. to provide a budget and raise funds To develop education of educational institutions to have quality.	4 . 2 7	0 . 6 7	high level	2
5. Management set up an asset database system of the school	4 . 26	0 . 66	high level	3
6. Executives supervise, monitor, follow up Evaluate and report results on budget utilization. of educational institutions efficiently and effectiveness	4 . 21	0 . 72	high level	5
a lot of approval for spending Allocated budget effective	4 . 27	0 . 67	high level	2
8 . The executives had requests for transfers and requests for changes transparent budget	4 . 24	0 . 66	high level	4
9 . Executives supervise, monitor, supervise Maintenance and distribution of supplies	4 . 21	0 . 77	high level	5
Total	4.26	0.06	high level	

From Table 3, the level of administration of school administrators according to teachers' point of view of Zhonghar Vocational College and Technical College budget management Overall, it was at a high level ($\bar{X}$ = 4 . 26). When considering individually, it was found that All aspects are at a high level. The item with the highest mean was Executives study and analyze plans and allocate budgets according to the framework. Direction of educational institutes and administrators formulated short-term and long-term development plans of educational institutes ($\bar{X}$ = 4 .35), followed by administrators preparing resource information. to provide budgets and raise funds to develop educational institutions to have quality and administrators approve the budget spending that has been

allocated for efficiency (= 4.27) and the item with the $\bar{X}$ lowest average is Administrators allowed teachers to participate in the budget expenditure planning of schools ($\bar{X}$ = 4 .15).

Objective 3. The research results showed that the relationship between creative leadership and administration of school administrators in Zhonghar Vocational and Technical College

Table 4 The relationship between creative leadership and the administration of school administrators.

Variable	Administration				together
	academic	budget	personnel	general administration	
Imagination	. 638 **	. 766 **	. 689 **	. 626 **	. 720 **
Flexibility	. 600 **	. 786 **	. 648 **	. 691 **	. 716 **
vision	. 798 **	. 734 **	. 758 **	. 777 **	. 815 **
Team work	. 720 **	. 786 **	. 754 **	. 734 **	. 793 **
together	. 759 **	. 829 **	. 778 **	. 776 **	. 832 **

** Statistically significant at the .01' level

From Table 4, the results of the analysis of the relationship between creative leadership and management of Zhonghar Vocational College and Technical College It was found that overall in (r = 0 . 8 3) and had a positive relationship with the administration of school administrators at the statistical significance level of . 01 , with a relatively high level of relationship. When considering each aspect, it was found that

Discussion of Research Results

Research Results on Creative leadership and management of school administrators of the group of Zhonghar Vocational College and Technical College. can be discussed. according to the following objectives:

1. To study the level of creative leadership and management of school administrators in Zhonghar Vocational College and Technical College.

The results showed that The level of creative leadership and management of school administrators in 4 aspects of Zhonghar Vocational College and Technical College were found that imagination, flexibility, vision and teamwork. The overall and individual aspects were at a high level, consistent with the research of Suthipho, Podaphol (2018) who studied the influence of creative leadership of administrators on the effectiveness of learning management in the 21st century of schools.

under the jurisdiction of the Secondary Education Service Area Office 26. Overall and each side is at a high level. Similarly, the research of (Yeepu, 2022) has studied the creative leadership of school administrators in private Islamic schools. Pattani Province The results showed that Overall and each side were at a high level.

Objective 2: To study the management level of school administrators in the multi-campus group, Pathom Dvaravati, Talay Ngam, sweets, dragon jars.

The results showed that The management level of school administrators in 4 aspects of Zhonghar Vocational College and Technical College are academic administration; budget management personnel management and general administration The overall and individual aspects were at a high level, in line with the research of (Suwanjaroen, Patphol, & Jamjuree, 2022) on creative leadership and management of school administrators Under the Office of Primary Educational Service Area, Yala Province The results showed that Administrative level of school administrators under the Provincial Primary Educational Service Area Office Overall Yala is at a high level. As well as the research of (Prasongcharoen, 2022; Phunaha, Worapongphat, 2023) has studied School Administration and School Effectiveness in Klong Luang District under the Area Office A study of Pathum Thani Primary Education Region 1 found that school administration and school effectiveness Overall and each aspect was at a high level.

Objective No. 3. To study the relationship between creative leadership and management of school administrators of Zhonghar Vocational College.

The results showed that The relationship between creative leadership and management of school administrators of Zhonghar Vocational College found that the overall and each aspect There was a statistically significant positive correlation at .01 and a high correlation. This is consistent with the research of (Onchai, Chaowachai, Jansila, 2022; Vangso, Sarakham, Vorapongpat, 2023) Creative Leadership and Management of Educational Institution Administrators under the War Area Office Primary education in Yala Province found that overall and each side had a positive relationship with all opposites. Statistical significance at the .01 level and is consistent with the research of (Sribunrueang, Bubpha, 2022; Baojanya et al., 2023) studying the creative leadership of school administrators affecting the effectiveness of schools under the jurisdiction's office. Secondary education, area 30, the research findings showed that relationship between The creative leadership of school administrators under the Secondary Educational Service Area Office 30 was overall correlated at the high level in all aspects. There was a significant positive correlation. statistically at the .01 level

New Knowledge From Research

Executives have high creative leadership and know how to apply creative leadership in all aspects to adjust management to suit the context of the organization. Executives with good creative leadership will bring benefits to the organization in working together, thinking, reflecting and planning together. By allowing everyone to participate in setting goals together in the administration of the school. using imaginative leadership Flexibility vision and teamwork, thus helping to work in the organization to create trust amongst each other, resulting in the administration of all 4 tasks of the school, namely academic administration budget management Personnel management and general administration where the executives provide knowledge on how to work with colleagues that must work together to understand the work assigned thus making it possible to work successfully According to the set goals efficiently and effectively, resulting in the There was a positive relationship between creative leadership and management of school administrators of school administrators of Zhonghar Vocational College.

Summarize

Executives prepare news information. present and disseminate information information for providing services to the public, followed by the executives have organized a system to promote support and direct It is convenient for the administration of all 4 aspects of the educational institution and administrators have provided educational technology systems to support and provide educational services in various fields. of educational institutions and the item with the lowest average is Administrators coordinate and develop educational networks with Other educational institutions under the same affiliation

Suggestion

From the research The researcher has the following suggestions:

1. Suggestions for utilizing the research results

Results from the study of creative leadership and administration of school administrators in the in Zhonghar Vocational College and Technical College.have the lowest mean. which executives should increase the level of practice as follows:

1) Imagination Executives are always motivating their colleagues to create new work in order to support changes that keep up with changes. and adapt to change, analyze positively, executives

have the ability to integrate knowledge skills and experience to create new things different from the original

2) Flexibility Executives are open-minded in hearing opinions. and suggestions from colleagues and gathering ideas to use in solving problems in educational institutions Executives should coordinate with colleagues to adjust continuously.

3) Academic administration, for example, administrators promote the development of teachers in order to develop learning process to bring knowledge Or new techniques to be used in teaching and learning more effectively and achieve better learning outcomes of learners.

4) Budget management Administrators provide opportunities for teachers to participate in the planning of school budget expenditures and to provide resource information for budgeting and fundraising. To develop education of educational institutions to have quality.

2. Suggestions for further research

1) Creative leadership and school administrators' management should be studied in the form of qualitative research in order to obtain information that can be used in the school administrators' administration that affects quality. education management

2) The relationship between creative leadership of school administrators that affects school administration efficiency and learning achievement should be studied.

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