

THE INFLUENCE OF THE NINE-KEY PRINCIPLES ON INNOVATIVE LEADERSHIP DEVELOPMENT AMONG MUNICIPAL PERSONNEL IN PRACHUAP KHIRI KHAN PROVINCE*

อิทธิพลของหลักการสำคัญเก้าประการต่อการพัฒนาความเป็นผู้นำเชิงนวัตกรรม
ในบุคลากรเทศบาลในจังหวัดประจวบคีรีขันธ์

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Abstract

Objectives of this research were: 1. To investigate the levels of the Nine-Key Principles and innovative leadership development among municipal personnel in Prachuap Khiri Khan Province and 2. To examine the influence of the Nine-Key Principles on the development of innovative leadership. The sample consisted of 310 municipal personnel in Prachuap Khiri Khan Province. The research instrument was a questionnaire, and data analysis employed descriptive statistics, including mean, standard deviation, and simple regression analysis.

The findings revealed that 1. The levels of the Nine-Key Principles and innovative leadership among municipal personnel high, and 2. The Nine-Key Principles, namely, giving and sharing, leadership, self-exploration, perseverance, problem-solving, positive thinking and forgiveness, and communication and intellectual skills, had a significant influence on the development of innovative leadership. These seven variables collectively explained 72.2 percent of the variance in innovative leadership.

Keywords: Nine-Key Principles; Innovative Leadership; Prachuap Khiri Khan Province

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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อ 1) ศึกษาระดับของหลักการกุญแจเก้าดอกและภาวะผู้นำเชิงนวัตกรรมของบุคลากรเทศบาลเมืองในจังหวัดประจวบคีรีขันธ์ 2. ตรวจสอบอิทธิพลของหลักการกุญแจเก้าดอกที่ส่งผลต่อการพัฒนาภาวะผู้นำเชิงนวัตกรรม กลุ่มตัวอย่างที่ใช้ในการวิจัยคือบุคลากรเทศบาลเมืองในจังหวัดประจวบคีรีขันธ์ จำนวน 310 คน เครื่องมือที่ใช้ในการวิจัยคือแบบสอบถาม และการวิเคราะห์ข้อมูลใช้สถิติเชิงพรรณนา ได้แก่ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์การถดถอยอย่างง่าย

ผลการวิจัยพบว่า 1. ระดับของหลักการกุญแจเก้าดอกและภาวะผู้นำเชิงนวัตกรรมของบุคลากรเทศบาลเมืองในจังหวัดประจวบคีรีขันธ์อยู่ในระดับสูง 2. หลักการกุญแจเก้าดอก ได้แก่ การให้และการแบ่งปัน ภาวะผู้นำ การสำรวจตนเอง ความมุ่งมั่น การแก้ปัญหา การคิดบางและการให้อภัย และทักษะการสื่อสารและทักษะทางปัญญา มีอิทธิพลอย่างมีนัยสำคัญต่อการพัฒนาภาวะผู้นำเชิงนวัตกรรม โดยตัวแปรทั้ง 7 ตัวสามารถอธิบายความแปรปรวนของภาวะผู้นำเชิงนวัตกรรมได้ร้อยละ 72.2

Keywords: หลักการกุญแจเก้าดอก; ภาวะผู้นำเชิงนวัตกรรม; ประจวบคีรีขันธ์

Introduction

In today's rapidly evolving world, organizations confront unprecedented challenges necessitating innovative solutions and adaptable leadership. Creative leadership has thus become critical for navigating complex environments and driving organizational success (Kolasani, 2023). Municipal personnel tasked with delivering essential community services must cultivate innovative leadership skills to effectively address the diverse needs of their constituents (Van Wart et al., 2014). Developing innovative leadership requires a multifaceted approach encompassing individual and organizational factors (Adiebah & Pradana, 2022).

The Nine-Key Principles, developed by the Palangjit Dharma Jajrawan Institute, provide a comprehensive framework for personal and professional development (Punnanan, 2020). Rooted in an epistemological, philosophical paradigm and drawing from humanistic theory, particularly the concept of self-actualization (Maslow, 1943), these principles recognize the significance of philosophical inquiry and psychological growth in achieving personal

fulfillment (Boon & Van Baalen, 2019). Through rigorous self-reflection, challenging assumptions, and expanding their worldview, individuals are encouraged to develop the mindset and skills necessary for effective and innovative leadership, particularly within local government contexts facing complex challenges (Punnanan, 2020).

The Nine-Key Principles' influence on innovative leadership development among municipal personnel in Prachuap Khiri Khan Province is crucial for several reasons. This research aims to provide valuable insights into how these principles can enhance local government employees' leadership potential and assess this holistic approach's effectiveness in fostering the skills and mindset required for municipal personnel to drive positive change in their communities. The findings contribute to existing knowledge by exploring the application of the Nine-Key Principles in local government leadership development and lay the groundwork for future studies on integrating philosophical and psychological approaches into leadership development programs.

Furthermore, this research carries significant social implications. By identifying strategies to enhance innovative leadership among municipal personnel, this study can improve public service delivery and enhance community well-being. The outcomes offer practical benefits for local government organizations, guiding the design and implementation of leadership development initiatives that foster essential skills and mindsets among their staff, ultimately leading to improved organizational performance and better public service delivery.

While primarily relying on quantitative data and feedback from municipal personnel, this study serves as a valuable starting point for understanding the potential impact of the Nine-Key Principles in cultivating innovative leadership. The findings pave the way for future research employing diverse methodologies and engaging a broader range of stakeholders to understand how this holistic approach to leadership development influences communities and organizations.

Research Objectives

1. To study the level of Nine-Key principles and innovative leadership development among municipal personnel in Prachuap Khiri Khan Province
2. To examine the influence of the Nine-Key Principles on the innovative leadership development among municipal personnel in Prachuap Khiri Khan Province

Methodology

1. Research Design

The Influence of the Nine-Key Principles on the Innovative Leadership of Municipal Personnel in Prachuap Khiri Khan Province is quantitative research aimed at investigating the impact of the Nine-Key Principles on the innovative leadership of municipal personnel in Prachuap Khiri Khan Province.

2. Population and Sample

The study population comprises 1,226 personnel from municipalities in Prachuap Khiri Khan Province and Hua Hin City Municipality (Prachuap Khiri Khan City Municipality Office, 2023). The sample size was initially determined using Yamane's formula, which indicated a required sample of 301.60 individuals. Data will be collected from 310 participants. Yamane's formula (Yamane, 1973) was employed to calculate the initial sample size recommendation. The selection of participants utilized a two-stage sampling technique. Firstly, proportional stratified random sampling was employed to categorize the sample based on municipal cities within Prachuap Khiri Khan. Subsequently, simple random sampling was conducted within each stratum to finalize the study sample.

3. Research Instruments

The research instrument comprised a two-part questionnaire. The first part utilized Punnanan's (2020) Nine-Key Principles assessment, encompassing perseverance, intellectual growth, self-exploration, communication and intellectual skills, problem-solving, positive thinking and forgiveness, leadership, accepting diversity, and giving and sharing. The second part

incorporated an innovative leadership questionnaire from previous studies (Chomphuphan, 2021; Horth, 2014), evaluating work and participation, visionary change, creativity, risk management, organizational environment, and innovative roles and responsibilities. Both sections employed a five-point Likert scale, with mean scores interpreted using Abirin's (2023) criteria: shallow (1.00-1.79), low (1.80-2.59), medium (2.60-3.39), high (3.40-4.19), and very high (4.20-5.00). The questionnaire's content validity was established using the Index of Item Objective Congruence technique, yielding values between 0.80 and 1.00, confirming the appropriateness of all items (Rovinelli & Hambleton, 1977). Following pilot testing with 30 non-sample individuals, reliability analysis using Cronbach's alpha coefficient demonstrated excellent internal consistency, with values of 0.96 for the entire questionnaire, 0.90 for the Nine-Key Principles section, and 0.86 for the innovative leadership section (George & Mallory, 2003).

4. Data Collection

The researcher will distribute questionnaires to the selected sample of municipal personnel in Prachuap Khiri Khan Province, clearly articulating the study's purpose and assuring respondents of the confidentiality of their responses. To encourage participation, the researcher will emphasize the importance of their contribution and provide comprehensive instructions. Through diligent follow-up efforts and active engagement with participants, a 100% response rate is anticipated. Following data collection, the researcher will systematically organize and prepare the data for analysis.

5. Data Analysis and Statistical Techniques

The collected data will be analyzed using descriptive statistics, including mean and standard deviation, to assess the level of innovative leadership among the municipal personnel. Additionally, simple regression analysis will be employed to determine the influence of the Nine-Key Principles on innovative leadership. The regression analysis will help identify the strength and direction of the relationship between the independent variables (Nine-Key Principles) and the dependent variable (innovative leadership).

Results

Objective 1. To study the level of Nine-Key principles and innovative leadership among municipal personnel in Prachuap Khiri Khan Province Table 1 presents the means and standard deviations of the variables examined in the study. The nine principles had an overall mean score of 3.81 ($\bar{X}=3.81$, S.D.=0.36). Among these principles, self-exploration exhibited the highest mean score of 3.84 ($\bar{X}=3.84$, S.D.=0.47), followed by problem-solving ($\bar{X}=3.83$, S.D.=0.45) and communication and intellectual skills ($\bar{X}=3.82$, S.D.=0.45). The additional innovation leadership factors demonstrated a mean score of 3.76 ($\bar{X}=3.76$, S.D. = 0.39). Visionary change had the highest mean score of 3.82 ($\bar{X}=3.82$, S.D. = 0.49), followed by organizational environment ($\bar{X}=3.81$, S.D. = 0.50) and risk management ($\bar{X}=3.76$, S.D. = 0.52).

Table 1 Mean and standard deviation of the level of Nine-Key Principles and Innovative Leadership

Variable	\bar{X}	S.D.	Evaluation Criteria
Nine-Key principles			
perseverance	3.81	0.44	High level
intellectual growth	3.81	0.46	High level
self-exploration	3.84	0.47	High level
communication and intellectual skills	3.82	0.45	High level
problem-solving	3.83	0.45	High level
positive thinking and forgiveness	3.80	0.50	High level
leadership	3.81	0.50	High level
accepting diversity	3.80	0.47	High level
giving and sharing	3.74	0.54	High level
Total	3.81	0.36	High level
Innovation Leadership			
work and participation	3.75	0.48	High level
visionary change	3.82	0.49	High level
creativity	3.72	0.51	High level
risk management	3.76	0.52	High level
organizational environment	3.81	0.50	High level
innovative roles and responsibilities	3.71	0.53	High level
Total	3.76	0.39	High level

objective 2 To examine the influence of the Nine-Key Principles on the innovative leadership among municipal personnel in Prachuap Khiri Khan Province

H1: One of the nine fundamental principles significantly influences the development of innovative leadership among the municipal city personnel in Prachuap Khiri Khan Province.

H0: None of the nine fundamental principles significantly influences the development of innovative leadership among the personnel of the municipal cities in Prachuap Khiri Khan Province.

Table 2 Simple regression analysis of the Nine Key Principles factors influencing the innovative leadership among the personnel of the municipal in Prachuap Khiri Khan Province

Nine Key Principles	B	Std.Error	Beta	t	P-value	Tolerance	VIF
(Constant)	.315	.124		2.544*	.011		
giving and sharing (9)	.195	.029	.268	6.707**	.000	.473	2.113
leadership (7)	.147	.030	.188	4.957**	.000	.557	1.795
accepting diversity (8)	.146	.032	.175	4.613**	.000	.554	1.805
perseverance (1)	.135	.031	.153	4.382**	.000	.659	1.518
problem-solving (5)	.140	.032	.165	4.378**	.000	.550	1.818
positive thinking and forgiveness (6)	.080	.031	.102	2.581*	.010	.526	1.901
communication and intellectual skills (4)	.064	.030	.074	2.090*	.037	.564	1.772

*p<.05 **p<.01

Table 2 presents the simple regression analysis results, revealing that seven of the nine fundamental principles significantly influenced innovative leadership development among municipal personnel in Prachuap Khiri Khan Province. The model explained 72.2% of the variance in innovative leadership ($R^2 = .722$), with significant predictors being: giving and sharing ($\beta = .268$, $p < 0.001$), leadership ($\beta = .188$, $p < 0.001$), self-exploration ($\beta = .175$, $p < 0.001$), perseverance ($\beta = .153$, $p < 0.001$), problem-solving ($\beta = .165$, $p < 0.001$),

positive thinking and forgiveness ($\beta = .102$, $p < 0.05$), and communication and intellectual skills ($\beta = .074$, $p < 0.05$). These findings support the alternative hypothesis (H1) and reject the null hypothesis (H0).

The regression equations for the final model are:

$$\hat{Y} = 0.315 + 0.195(\text{Giving and Sharing}) + 0.147(\text{Leadership}) + 0.146(\text{Accepting Diversity}) + 0.135(\text{Perseverance}) + 0.140(\text{Problem-solving}) + 0.080(\text{Positive Thinking and Forgiveness}) + 0.064(\text{Communication and Intellectual Skills})$$

$$Z_Y = 0.268(\text{Giving and Sharing}) + 0.188(\text{Leadership}) + 0.175(\text{Accepting Diversity}) + 0.153(\text{Perseverance}) + 0.165(\text{Problem-solving}) + 0.102(\text{Positive Thinking and Forgiveness}) + 0.074(\text{Communication and Intellectual Skills})$$

The Durbin-Watson statistic (1.769) indicated no significant autocorrelation. Tolerance values (0.473 to 0.659) and variance inflation factor (VIF) values (1.518 to 2.113) were within acceptable ranges, confirming the absence of multicollinearity (Pallant, 2013).

In conclusion, the analysis supports the significant influence of the seven identified principles on innovative leadership development among municipal personnel in Prachuap Khiri Khan Province, emphasizing the importance of cultivating these principles in organizational culture.

Discussion

Objective 1. To study the level of Nine-Key principles and innovative leadership among municipal personnel in Prachuap Khiri Khan Province. The nine fundamental principles demonstrated an overall high mean score, with self-exploration ranking the highest, followed by problem-solving, communication, and intellectual skills. For innovative leadership factors, visionary change scored highest, and the organizational environment and risk management succeeded. These results align with Hoch et al.'s (2018) meta-analysis, which found that personal characteristics like creativity, openness to experience, and emotional intelligence are significantly related to innovative leadership. Additionally, our findings support Hughes et al.'s (2018) research,

indicating that innovative leadership positively influences organizational innovation climate. Leaders with clear vision who support creativity and foster learning, and experimentation contribute to an innovative organizational climate.

Objective 2 To examine the influence of the Nine-Key Principles on the innovative leadership among municipal personnel in Prachuap Khiri Khan Province The research identified seven key variables influencing innovative leadership, aligning with previous studies. Giving and sharing emerged as the most influential factor ($\beta = .268$), supporting that knowledge-sharing and collaboration are crucial for organizational innovation (Donate & de Pablo, 2015). This factor also fosters trust and cooperation, which is critical for innovation (Carmeli et al., 2010). Leadership ranked as the second most influential variable ($\beta = .188$), consistent with studies demonstrating the positive impact of transformational leadership on innovative behavior (Zhang et al., 2018). Transactional leadership, focusing on rewarding performance, contributes to employees' innovative behavior through motivation and positive reinforcement (Suifan et al., 2018).

Accepting diversity ($\beta = 0.175$) also proved significant, corroborating research that links diversity to enhanced innovation performance (Roh & Koo, 2019). Moreover, valuing diversity promotes a learning and idea-sharing atmosphere crucial for developing creativity and innovation (Jaiswal & Dhar, 2015). Perseverance and problem-solving are essential for overcoming innovation challenges (Zhang et al., 2018), while positive thinking and forgiveness contribute to a creative, stress-reduced, and learning-friendly environment (Hou et al., 2021). Lastly, communication and intellectual skills emerged as crucial for conveying innovative ideas and efficient problem-solving in the innovation process (Donate & de Pablo, 2015).

These interconnected findings underscore the importance of cultivating an organizational culture that integrates these elements to foster innovation through creative thinking, collaboration, and effective problem-solving.

Conclusion

This study examined the influence of nine critical principles on innovative leadership development among municipal personnel in Prachuap Khiri Khan Province, Thailand. Simple regression analysis revealed that seven principles significantly impact innovative leadership: giving and sharing, leadership, self-exploration, perseverance, problem-solving, positive thinking and forgiveness, and communication and intellectual skills. These findings underscore the importance of cultivating a work environment that embodies these principles to foster innovative leadership. Consequently, organizations seeking to enhance innovative leadership should prioritize implementing policies and practices that integrate these elements. Such practices should promote a culture of knowledge sharing, encourage leadership growth, support personal exploration, value persistence, emphasize problem-solving abilities, nurture positivity and forgiveness, and develop effective communication and intellectual capabilities. By focusing on these interconnected aspects, organizations can create a holistic approach to cultivating innovative leadership among their personnel.

Body of Knowledge

Influence of Nine-Key Principles on Innovative Leadership

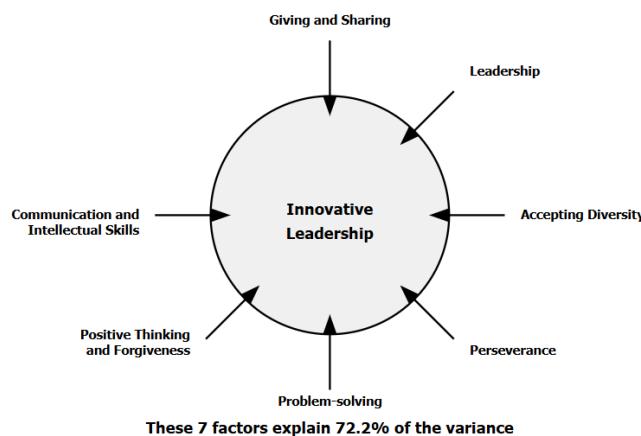


Figure 1: Body of Knowledge

Research on “The Influence of the Nine-Key Principles on Innovative Leadership Development among Municipal Personnel in Prachuap Khiri Khan Province” provides essential insights into fostering innovative leadership within local government organizations. The study identifies seven dimensions of the Nine-Key Principles – giving and sharing, leadership, self-exploration, perseverance, problem-solving, positive thinking and forgiveness, and communication and intellectual skills – as significantly influencing innovative leadership development. These seven factors collectively explain 72.2% of the variance in innovative leadership levels, indicating that cultivating and promoting these principles in work practices and personnel development can enhance innovative leadership within organizations.

Consequently, organizations aiming to foster innovative leadership should prioritize integrating these seven dimensions of the Nine-Key Principles into their management and personnel development strategies. This integration can be achieved through policy formulation, creating organizational values and culture that support these principles, and designing aligned personnel development programs. By implementing these measures, organizations can continuously and sustainably strengthen the skills and characteristics essential for developing innovative leadership.

Recommendations

Policy Recommendations

1. The Prachuap Khiri Khan City Municipality should integrate the seven fundamental principles giving and sharing, leadership, self-exploration, perseverance, problem-solving, positive thinking and forgiveness, and communication and intellectual skills into their employee development programs and policies to foster innovative leadership among their personnel.
2. The Prachuap Khiri Khan City Municipality should allocate resources and budget to support training and workshops that focus on cultivating these fundamental principles, as these have been demonstrated to influence the development of innovative leadership skills significantly.

3. The administrators of the Prachuap Khiri Khan City Municipality should foster a work environment that promotes a culture of innovation, collaboration, and continuous learning, as these factors are essential for nurturing innovative leadership within the organization.

Operational Recommendations

1. The Prachuap Khiri Khan City Municipality should implement regular training sessions and workshops emphasizing the importance of giving and sharing, leadership, self-exploration, perseverance, problem-solving, positive thinking and forgiveness, and communication and intellectual skills in developing innovative leadership among employees.

2. The Prachuap Khiri Khan City Municipality should establish a reward and recognition system to acknowledge and celebrate employees who exemplify these fundamental principles and contribute to developing innovative leadership within the workplace.

3. The Prachuap Khiri Khan City Municipality should encourage cross-functional collaboration and knowledge sharing among departments to foster a culture of innovation and promote the exchange of ideas and best practices.

Recommendations for Future Research

1. Future studies should incorporate qualitative research or mixed methods to enhance the clarity of the findings and provide a model or example for municipalities or local agencies.

2. Future research should explore the influence of organizational culture and work environment on the relationship between the seven fundamental principles and innovative leadership development to better understand the factors contributing to innovative leadership.

3. Researchers should consider conducting longitudinal studies to examine the long-term effects of these critical principles on innovative leadership development and organizational performance.

4. Future research should investigate the potential mediating or moderating effects of variables such as employee engagement, job satisfaction, or organizational commitment on the relationship between the seven fundamental principles and innovative leadership development.

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