

Innovative Leadership that Influences Becoming an Innovative Learning Organization Private Universities in Bangkok

Ntapat Worapongpat^{a*}

Article Info
Received 11 April 2024
Revised 12 August 2024
Accepted 23 August 2024
Available online 31 August 2024

^a* Assistant Professor, Ph.D., Center for Knowledge Transfer, Technology, Community Innovation, Entrepreneurship, Tourism and Education Eastern Institute of Technology Suvarnabhumi (EITS), Thailand, E-mail: dr.thiwat@gmail.com

Abstract

The objectives of this research article are 1. To study the components of innovative leadership among executives. University, private university, Bangkok area. 2. To study the elements of innovative leadership of executives that influence being an innovative learning organization. University, private university, Bangkok area. 3. To study the academic leadership of administrators that affects being an innovative learning organization in universities, and private universities in Bangkok. It is quantitative research. Executives and academic personnel University affiliation, private university, Bangkok area 4 places, 113 people, open the Craigsy and Morgan tables by simple random sampling with proportions using the lottery method. The tool used to collect data was a 3-part questionnaire with a 5-level scale. The statistics used were percentage values, average Standard deviation and find the Pearson correlation coefficient. The results of the research found that 1. Innovative leadership influences being an innovative learning organization. University, private university, Bangkok area Opinions of administrators and academic personnel Overall, it is at the highest level. 2. Being an organization of innovation and learning for the university, a private university in Bangkok According to the opinions of administrators and academic personnel Overall it is at a high level. 3. Innovative leadership that influences being an innovative learning organization Universities, private universities in Bangkok, according to the opinions of administrators Overall, there is a high level of relationship between them. Statistically significant at the .01 level.

Keywords: Innovative Leadership, Influence, Innovative Learning Organization, University, Private University in Bangkok

Introduction

Innovative leaders give importance to innovation and recognize the importance of innovation. Putting new knowledge and innovation to good use It is a drive for innovation that arises out of necessity for an organization to survive and is a key engine for organizational growth by doing things differently from what is available. Including expansion through continuous improvement and development. The form of innovation may be different. It may be innovation in the form of products, services, or processes. Especially changing concepts, ways of thinking, and operational strategies in various areas, Arunmek.K. (2022) Related to information technology and creativity to create innovation within the organization. If we consider the meaning, we will find that innovation means something new (new service, new production process, new Management New organization, and new labor skills) Baojanraya.N. , Bunchuay.P, Saikham.S, Worapongpat.N. (2023) and new working conditions arising from the use of knowledge and creativity that are beneficial to the economy and society. Organizations therefore need to exist with innovation both as a result of operations and as a result of processes, such as the process of solving problems that arise in the organization or the interaction process that arises from relationships between the organization and other key players through the network. A network of cooperation or a learning process that includes both internal and external knowledge of the organization. Boonphet Kaew.N , Chuchartpuang Somjit , Chulalak Sorapan . (2023) Therefore, knowledge and learning occurring throughout the organization will cause creative thinking and continuous innovation development. If any organization can create and develop innovations before or better, it will surely make that organization move towards excellence as well. Every organization therefore finds a way to continually develop its innovation so that it does not become inferior to competitive advantage by directly setting up an innovation department to select innovation creation methods appropriate to the type of organization. Nirundorn,ThansayaThassopon and Worapongpat.N., (2022) Including the development of innovative leaders. For clarity in analyzing the components of innovative leadership (Innovative Leadership) for administrators of vocational education institutions, the study issues have been defined as components of innovative leadership in terms of roles, behaviors, and innovative leadership characteristics that must be consistent Chongwen., G., Worapongpat., N. (2020) and Dongling, Z., & Worapongpat, N. (2023)

Learning organization for agencies Therefore, every agency or organization must provide support for personnel. Or workers in the organization have sources to study and find new knowledge. However, the leader should be the spark. or trying to make the organization a true learning organization Min, Y., & Worapongpat, N. (2023) Because a learning organization is like a source of knowledge that workers can use as a source for researching knowledge that is nearby at all times Ning, L, Worapongpat, N ,Wongkumchai, T, Zidi, X, Jiewei, W, Mingyu, Z. (2023). Especially organizations that are educational units. There must be a source of up-to-date knowledge available to teachers. Or the teacher can research and find new knowledge all the time. which is in line with the National Education Development Plan 2017-2031 That has determined the essentials for achieving the goals of educational development in five areas: accessibility (accessibility), equality (Equity), quality (Quality), efficiency (Efficiency) and responding to changing contexts (Relevance) over the next 15 years. Rungrachana.V , Worapongpat., N., (2023) and TianShu, M., Worapongpat., N. (2022).

From the reasons mentioned above, educational institution administrators should have leadership characteristics and academic innovation that can promote educational institutions

to become learning organizations (Learning Organization: LO). Somboon.T. (2022) and Pramathikul.A , Worapongpat., N., (2023) to change or develop the organization to be an organization of innovation and learning effectively. Agencies must have leaders who have characteristics that facilitate knowledge creation. or innovations that are valuable and beneficial to the organization, Worapongpat, N, Suriya Wachi Ruang Phaisan , Phakamat.P. , Jira Nan Yai Lamyong. (2022) In addition, administrators with leadership and academic innovation will be able to give advice and motivate teachers. Coordinate and allow teachers and personnel in educational institutions to work together using quality techniques. As a result, the academic administration of educational institutions is more efficient and effective (Seyfarth, JT (1999).

Therefore, it can be seen that the leadership and academic followers of administrators Being an innovative organization, learning is extremely important. in developing the quality of teaching and learning The researcher therefore is Interested in studying leadership and Academic innovation of administrators that affect an organization of innovation and learning Private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakhon University To know what factors in academic leadership affect being an innovative learning organization for use as a guideline for developing educational institution administrators to have academic leadership which will be Benefits to the development of educational institutions to be effective organizations of innovation and learning.

Objective

1. To study the components of innovative leadership among executives. University, private university, Bangkok area.
2. To study the elements of innovative leadership of executives that influence being an innovative learning organization. University, private university, Bangkok area.
3. To study the academic leadership of administrators that affects being an innovative learning organization in universities, and private universities in Bangkok.

Literature Review

The Researcher Has Taken The Elements Of Innovative Leadership Of Institutional Administrators According To The Concept Of Worapongpat, N., Wongkumchai, T., Saikhamb., S.,Boonchuay.,P., Chotiwongso, Bhasabutr,P., (2023) In 11 Areas, Including Innovative Leadership 1) Personality And Leadership Skills 2) Leading A Team 3) Being A Good Role Model 4) Being A Thought Leader 5) Promoting Development 6) Leadership Communication 7) Creating A Learning Atmosphere, 8) Change Management, 9) Support And Competency Development, 10) Participatory Management, And 11) Professional Leadership. And Being A Learning Organization According To The Concept (Senge, 2006) In 5 Aspects: Being A Well-Rounded Individual Having A Thought Plan Creating A Shared Vision Learning Together As A Team, And Systematic Thinking

Jianzh.,X, Worapongpat., N. (2020) and Worapongpat., N. (2023) and Worapongpat., N., Phakamat.P. Darunee Panja Rattanakorn. (2020) Innovative Leadership Characteristics Are Personality, Competency, And Roles And Responsibilities. And Social Characteristics It Is A Main Characteristic Of Administrators Of Educational Institutions In The Reform Era.

They Must Have Knowledge And Ability In The Field Of Educational Administration. Has A Vision For Educational Administration To Be Up-To-Date With Changes, Has Innovative Leadership, And Has Human Relations That Are Accepted By Those Involved. And Is Democratic To Lead To Learning Reform So That All Educators Have Knowledge, Abilities, Personalities, And Qualifications According To The True Educational Curriculum, Which Will Allow Administrators To Link This Knowledge To Develop The Institute And Develop Students To Be Well-Versed In Quality Practice.

Worapongpat., N. Phakamach., P., Choothong., R., Tuachob.,S. (2020) and Worapongpat., N. (2023) An Organization Of Innovative Learning Means An Organization That Develops Itself. And Others All The Time Continuously Expand The Scope Of One's Abilities At The Individual Level And The Level Of Friends' Organizations Leading To The Goals Of People At Various Levels Facilitate And Create An Atmosphere Conducive To Learning Be Alert And Develop Your Potential Continuously There Is An Analytical Thinking Process. Connect The Relationships Of People In The Organization To Create A Common Spirit. Use Knowledge As A Tool Always Check For Improvements To Lead To Success. And Apply Modern Technology It Is An Organization With New Ideas. Be Accepted And Cared For. Knowledge Is Shared And Transferred As A Network. It Is An Organization That Receives Continuous Learning And Learns Together As A Whole Organization. A Sustainable Development Path And Filled With A Good Conscience Of Personnel Throughout The Organization, Which Is Consistent With Senge Senge, P. (2006) Who Defined A Learning Organization As An Organization In Which People In The Organization Expand Their Abilities Continuously. Continuously At The Individual Level And Organizational Level To Lead To The Goals Of People At Various Levels Truly Want It Is An Organization With New Ideas. And All Branches Of Thought Are Accepted It Is An Organization Where People Continually Learn How To Learn Together As A Whole.

Research Conceptual Framework

This Research is Quantitative Research Using 11 Concepts As Independent Variables. And Being A Learning Organization According to The Concept (Senge, 2006) In 5 Areas As Dependent Variables As A Conceptual Framework For Research The Details Are As Follows:

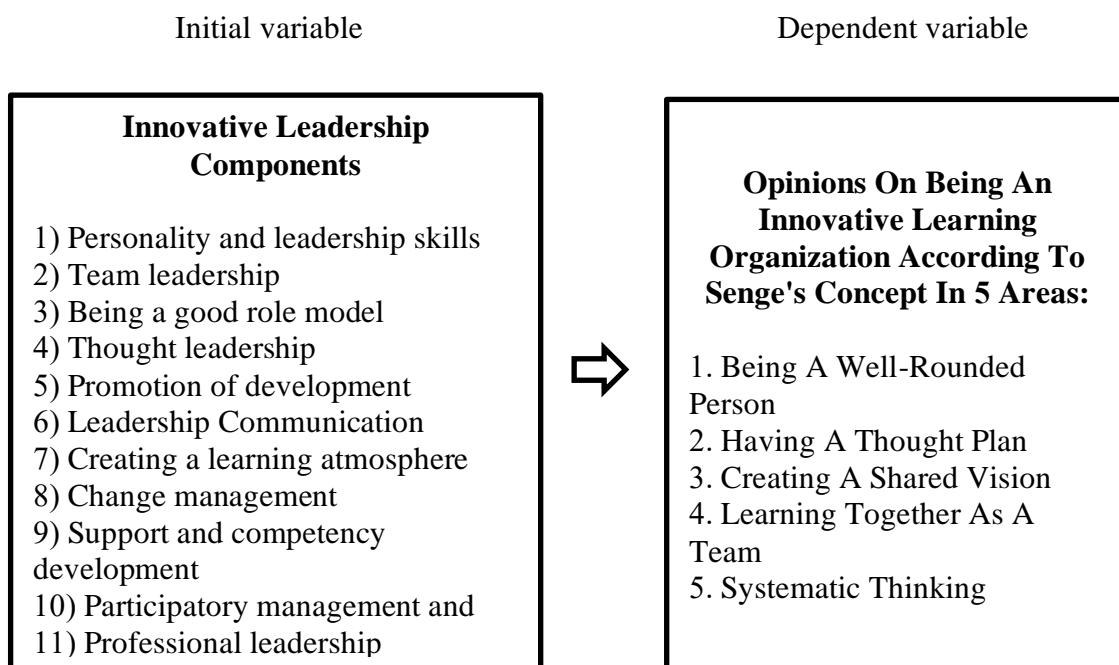


Figure 1: Shows the Conceptual Framework for The Research.

Research Methodology

This research is quantitative (Quantitative Research) with research methods as follows.

1. Population and sample groups in the research include:

1.1 Population includes administrators and academic personnel affiliated with Rajabhat University in Bangkok, Educational Area Education 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University, 162 people

1.2 The sample group includes administrators and academic personnel. Affiliated with Rajabhat University in Bangkok Area Educational Area Education 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University, 113 people, using the selection method by determining the sample size according to Krejcie and Morgan's table Krejcie, R. V. & Morgan, D. W. (1970) then using simple random sampling with proportions. (Proportional Simple Random Sampling) by drawing lots.

2. Research tools include

Part 1: General status of the respondents. It is like a survey. General status of respondents It has a multiple choice format (Checklist) classified by gender, age, and educational level. and work experience

Part 2: Opinion questionnaire about Components of executives' innovative leadership that influence an innovative learning organization. Private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University It has the characteristics of a rating scale (Rating Scale) of 5 levels: the most, the most, the moderate, the least, and the least.

Part 3: Questionnaire for opinions regarding being an innovative learning organization of private universities in Bangkok. Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University is characterized by a rating scale (Rating Scale) with 5 levels: most, very, moderate, little, and least, including 1) Bring the questionnaire to meet with a consultant and proceed with improvements according to the recommendations. 2) The revised questionnaire was presented to 3 experts to check the consistency of the content by estimating the consistency of the objectives with the questions (Index of Item-Objective Congruence: IOC) (Luan Saiyot and Angkana Saiyot, 2000) found that the IOC value was between 0.80–1.00 and 3) testing the tool with a non-sample population of 30 sets, with the evaluation results having discriminatory power between 0.25–0.75 and finding the confidence value of the questionnaire using the method of Cronbach, L. J. (1974). which the confidence evaluation results had a confidence value of 0.95.

3. Data collection includes collecting data from, which is information obtained from collecting information from various documents such as books, textbooks, academic documents, research and related electronic media, etc.

4. Data analysis includes quantitative data analysis. Taking the data obtained from the distribution of questionnaires and analyzing them using a statistical program to analyze with basic statistics, namely percentage , mean, standard deviation , and find reference statistics by finding Pearson's product-moment correlation coefficient.

5. Statistics used in the research include ready-made quantitative statistics programs to analyze with basic statistics, namely percentage, mean , standard deviation, and find reference statistics by finding coefficients. Pearson's product-moment correlation coefficient.

Research Finding

Objective 1 The results of the research found that the innovative leadership elements of executives have an influence on being an innovative learning organization in private universities in Bangkok. Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University According to the opinions of the executives Overall, it is at the highest level. When considering each aspect It was found that school administrators had the highest level of academic leadership in every aspect.

Table 1: Shows The Mean and Standard Deviation Of Executives' Innovative Leadership Components. Private Universities in Bangkok Educational Areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University.

Innovative Leadership Components	Comment		
	Average (\bar{x})	Standard Deviation (SD)	Level
1. Personality And Leadership Skills	4. 6 1	0.78	High
2. Team Leadership	4. 6 7	0.75	High
3. Being A Good Role Model	4.67	0.78	High
4. Thought Leadership	4.65	0.78	High
5. Promotion Of Development	4.62	0.80	High
6. Leadership Communication	4.72	0.75	High
7. Creating A Learning Atmosphere	4.73	0.71	High
8. Change Management	4.66	0.71	High
9. Support And Competency Development	4.63	0.73	High
10. Participatory Management	4.67	0.76	High
11. Professional Leadership	4.64	0.74	High
Together	4. 67	0.78	High

From Table 1 , it is found that the innovative leadership components of executives Private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University overall is at the highest level ($\bar{x} = 4. 6 7$, SD= 0. 78) when considering each aspect. It was found that school administrators have innovative leadership among administrators. At the highest level in every aspect, arranged in order of average from highest to lowest, is leadership communication. ($\bar{x} = 4. 7 3$, SD= 0. 71) and for the aspect with the least mean value is personality and leadership skills. ($\bar{x} = 4. 6 1$, SD= 0. 78) respectively

Objective 2 The results of the research found that being an innovative learning organization of private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University According to the opinions of the executives Overall it is at a high level. When considering each aspect, it was found that it was at the highest and greatest level in every aspect.

Table 2: shows the average standard deviation Organization of learning innovations of private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University Overall and each aspect.

Being an Organization of Innovation and Learning	Comment		
	Average (\bar{x})	Standard Deviation (SD)	Level
1. Being a well-rounded person	4.54	0.68	High
2. Having a model of thought	4.55	0.67	High
3. Having a shared vision	4.49	0.55	Lowest
4. Team learning	4.37	0.66	Lowest
5. Systematic thinking	4.48	0.46	Lowest
Together	4.49	0.60	Lowest

From Table 2, it is found that being an innovative learning organization of private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University overall is at a high level ($\bar{x} = 4.49$, $SD = 0.60$) when considering each aspect. It was found that being an innovative learning organization of Rajabhat University in Bangkok is at the highest and greatest level in every aspect, arranged in order of average values from highest to lowest, including having a prototype of ideas ($\bar{x} = 4.55$, $SD = 0.67$), followed by being a well-rounded person ($\bar{x} = 4.54$, $SD = 0.68$), and team learning had the lowest mean ($\bar{x} = 4.37$, $SD = 0.66$), respectively.

Objective 3 The results of the research found that the innovative leadership elements of executives influence an innovative and learning organization. Private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University According to the opinions of administrators and teachers Overall, there is a high level of relationship between them.

Table 3: Shows The Relationship Between The Innovative Leadership Components of Administrators That Influence An Innovative Learning Organization In Private Universities In Bangkok. Educational Areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University.

(n= 113)

Innovative Leadership Components	Being An Organization of Innovation and Learning					
	Being a well-rounded person	Having a role model	Vision shared vision	Team learning	Systematic thinking	Together
1. Personality and leadership skills	.690**	.752**	.776**	.716**	.712**	.784**
2. Team leadership	.663**	.797**	.781**	.770**	.749**	.834**
3. Being a good role model	.670**	.734**	.765**	.713**	.691**	.782**
4. Thought leadership	.682**	.716**	.735**	.713**	.691**	.782**
5. Promotion of development	.787**	.798**	.848**	.854**	.789**	.877**
6. Leadership Communication	.682**	.716**	.735**	.713**	.681**	.782**
7. Creating a learning atmosphere	.717**	.713**	.748**	.693**	.674**	.776**
8. Change management	.663**	.711**	.699**	.687**	.671**	.686**
9. Support and competency development	.671**	.698**	.684**	.678**	.672**	.690**
Together	.845**	.853**	.858**	.821**	.795**	.873**

Table 3, the relationship between Components of innovative leadership of executives that influence an organization of innovation and learning. Private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University Summary of the overall relationship between leadership and followers in the field of innovation and academics of administrators. that influences becoming a learning organization in private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University have a relationship Overall, there is a high level of relationship ($\bar{x} = 0.873$). The pairs with a high level of relationship are The aspect of creating a learning atmosphere ($\bar{x} = 0.858$), followed by the aspect of measurement, evaluation, and research with shared vision ($\bar{x} = 0.848$), and the aspect of team learning. ($\bar{x} = 0.821$) and the pair with the lowest relationship is Thought leadership ($\bar{x} = 0.670$) respectively.

Discussion/Conclusion

Results from research objective 1 found that innovative leadership influences becoming an innovative learning organization. Private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University According to the opinions of administrators and teachers Overall, it is at the highest level. This is because school administrators and academic departments have given importance to educational reform according to the educational reform framework, namely teacher reform, and learning reform. Increase - spread opportunities and quality thoroughly Reduce inequality Produce and develop manpower to increase competitive potential Adjust the system for using ICT and IOT, organize training Meeting with educational institution administrators to gain knowledge and understanding of educational institution management. Makes it possible for educational institution administrators to use it to manage educational institutions. Educational institution administrators must therefore constantly develop themselves. To develop one's academic leadership to be well-rounded. As a result, educational institution administrators can develop academic planning work. Developing and using the curriculum, motivating, supporting, and promoting teachers in organizing teaching and learning activities. Supporting student evaluations as a coordinator Control academic work, develop working conditions for teachers, and create a good working atmosphere within educational institutions. This is consistent with the research of Maneeppairin Pitchapo , Worapongpat., N. (2024) Study on the development of the form of Learning organization of educational institutions under the Trang Primary Educational Service Area Office 1 Found that there are 5 elements of being a learning organization of an educational institution. Under the Trang Primary Educational Service Area Office, Area 1, sorted according to the needs index as follows: Knowledge Sharing, Innovative Thinking, Opinion Leader, and Generalist. unity (Unity) was developed into the KIOGU Learning Organization Model, a learning organization model for educational institutions. Under the jurisdiction of the Trang Primary Educational Service Area Office, Area 1, which is appropriate There is a possibility consistent Every element is useful. and educational results which are consistent with Phakamat.P. (2023) and Phunahha.R , Worapongpat.N. (2023) and Worapongpat., N., Yaowalak Jirayu , Supaphit Tirayananamwong. (2023) The results found that The characteristics of a transformational leader include personal characteristics. Developing work to strive for excellence Personnel development and adapting to the new normal and consists of 8 elements. For guidelines for developing transformational leadership to create innovative organizations in the education of nursing college administrators in Thailand, there are 8 main elements. Development methods can be done in 5 ways: (1) self-learning and development, (2) online learning, (3) using case studies, (4) learning through AI, and (5) training. Workshop The appropriate development process using PIERI includes (1) planning, (2) implementation, (3) evaluation, (4) reflection, and (5) improvement by setting policies and annual plans for Developing executives to have higher performance The results of the research can be used to develop the transformational leadership of administrators for producing quality nursing graduates.

Results from research objective 2 found that being an innovative learning organization of private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University According to the opinions of administrators and academic personnel Overall it is at a high level. This is because educational institution administrators have developed educational institutions into learning organizations. To create maximum work efficiency for organizations, especially educational

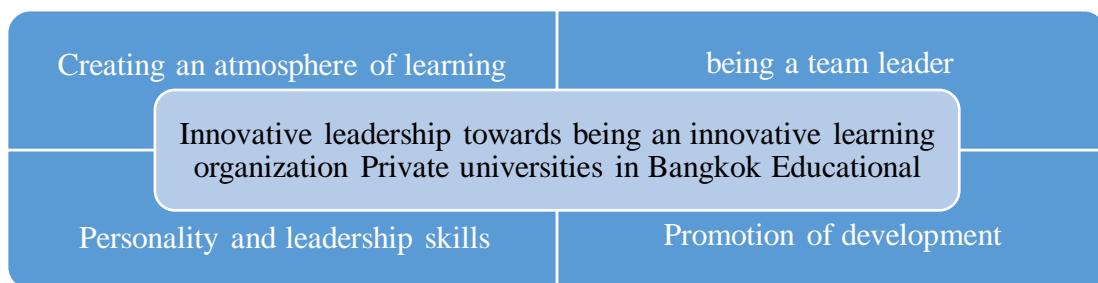
institutions, which cannot avoid rapid changes in competitive technology around the world. Modifying new regulations political fluctuations Economy and society as well as the trend toward becoming a society in the age of services and information. Driving power like this makes organizations in all affected countries linked together in a chain. Until having to enter the competitive field, which results in having to change into an organization that is agile, adaptable, and ready to learn. and full of creativity which is in line with (Kriti Ya Srisangsom, Kanporn Iampaya, Niwatt Noimanee, 2023) and Xunan, L., & Worapongpat, N. (2023) and Zi Yun, H, & Worapongpat, N. (2023) study of factors affecting an organization Learning at educational institutions under the Chonburi Primary Educational Service Area Office 2 It was found that 1) leadership factors Organizational culture A supportive atmosphere, motivation, and organizational structure. Overall, the average is at a high level. 2) The learning organization of the educational institution. Under the jurisdiction of the Chonburi Primary Educational Service Area Office, Area 2, in terms of thinking patterns. The aspect of self-knowledge Learning together as a team Systematic thinking and creating a shared vision Overall, the average is at a high level. 3) The relationship between factors in leadership, motivation, and organizational structure. Organizational culture The atmosphere that promotes and supports the learning organization of the educational institution. under the Office of Chonburi Primary Educational Service Area 2 has a positive relationship at the highest level, and 4) factors in the atmosphere that promote and support Organizational culture factors Motivational factors, and organizational structure factors Affecting the learning organization of the basic educational institutions under the Chonburi Primary Educational Service Area Office, Area 2. They were able to jointly predict the learning organization at 84.60 percent. and education, which is consistent with Worapongpat., N., Benjamat Muensai. (2023). And Worapongpat., N, Barnee Sopha. (2023) Research results found that Components of developing vocational education institutions in the eastern region of Thailand into organizations of educational innovation in the digital age have 8 important elements: 1) setting a vision and strategy that will lead to an organization of educational innovation; 2) determining the structure An organization of appropriate educational innovation. 3) Creating an organizational culture that supports educational innovation in all dimensions. 4) Forms, processes, and practices that facilitate the creation of educational innovation. 5) An innovative leadership team that is committed to becoming an organization. of effective educational innovations 6) Ecological atmosphere and teams in creating educational innovations. 7) Promoting personnel to think creatively and develop quality educational innovations. 8) Inspiring learning and training professional skills of learners for a diverse society. and 9) Developing students' professional skills in line with the Eastern Economic Corridor Development Project in the digital age of Thailand. The results of the research can be applied to develop and build vocational education institutions into organizations of effective digital educational innovation to further develop the nation's vocational education towards sustainability.

Results from research objective 3 found that the academic leadership of administrators affects the organization of innovative learning in private universities in Bangkok. Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University Overall, there is a high level of relationship between them. This is because school administrators can use strategies. Have leadership and management By applying knowledge and various skills to promote and support Including creating an atmosphere of learning. This is in line with Worapongpat., N., Rawiporn Yuwaree , Jariya Rujongsaw Jang Bovorn . (2023) and Worapongpat., N., Thiwaporn Waranya , Teerawat Sarawut, Phrakru Paladbunchuay Chotivam So , Sunthorn Saikhram. (2023) study of academic leadership of educational institution administrators that affects being an organization. Learning

at educational institutions under the Samut Sakhon Primary Educational Service Area Office. It was found that most of the respondents had the opinion that number 1 is having a thought plan, number 2 is being a well-rounded person, number 3 is creating a shared vision, and number 4 is learning together as a team and lastly, thinking systematically in order. The relationship between academic leadership and being a learning organization in educational institutions. Under the Samut Sakhon Primary Educational Service Area Office, it was found that there is a correlation between academic leadership and being a learning organization in educational institutions. Under the jurisdiction of the Samut Sakhon Primary Educational Service Area Office Analysis of the results of academic leadership of school administrators that affect being a learning organization. It can be concluded that the evaluation of student learning outcomes and planning for progressive development Affecting the educational institution's learning organization to develop learning for Learners have achieved the goals that have been set with quality. Executives organize a systematic and efficient collaborative learning process to keep up with changing conditions. Administrators encourage personnel in educational institutions to develop themselves and jointly set the vision and guidelines for action so that the shared vision moves in the same direction. Allow teachers to express their opinions. There is a consultation, work together to solve problems. It causes learning in teams and thinking systematically. Therefore, the academic leadership of educational institution administrators and the learning organization of educational institutions. Therefore, it is a guideline for developing a higher-quality education, which is consistent with Worapongpat., N., Natthanaree Jutha Wan, Channakarn Se Ta Wuttisukanan. (2023) and Worapongpat., N., Supachai Phosri.(2024) The research results found that Innovative leadership of administrators of vocational education institutions has 11 components, including 1) leadership personality and skills, 2) team leadership, 3) being a good role model, 4) being a thought leader, 5) promoting development, 6) Leadership communication, 7) creating a learning atmosphere, 8) change management, 9) support and competency development, 10) participatory management, and 11) professional leadership.

New Knowledge From Research

From The Study, Innovative Leadership Influences Becoming An Innovative Learning Organization. Private Universities In Bangkok Educational Areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University.



Innovative leadership that influences the organization of learning innovation for good administrators and academic personnel requires educational institution administrators to have the ability to use strategies. Have leadership Encourage personnel in educational institutions to develop themselves. and jointly set the vision Practice guidelines to keep the vision moving in the same direction By applying various knowledge and skills to promote and support and create an atmosphere of learning. To develop learning for students to achieve the goals that have been set with quality. Administrators organize a systematic and efficient collaborative learning process in response to changing conditions, giving teachers opportunities to express their opinions. There is a consultation. Working together to solve problems results in team learning and systematic thinking. Therefore, the academic leadership of Executives and academic personnel Educational institutions and being learning organizations of educational institutions Therefore, it is a guideline for developing higher quality of education.

Summary of Research Results

Summary of the overall article Innovative leadership that influences becoming an innovative learning organization Private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University Overall, it is at a high and highest level. and their relationship with each other was at a high level.

Suggestion

1. Suggestions for applying research results

1.1 Results from research objective 1 found that the innovative leadership components of executives Private universities in Bangkok Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University Overall, it was at the highest level in every aspect. When considering each aspect, it was found that personality and leadership skills had lower averages than other areas. Therefore, educational institution administrators should arrange for the development of personality and leadership skills aimed at promoting and stimulating work in the areas of teaching media innovation or design innovation , innovation in content and innovation in teaching methods, jointly creating local curricula with the community.

1.2 Results from research objective 2 found that the elements of innovative leadership of executives have an influence on being an innovative learning organization in private universities in Bangkok. Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University Overall, it is at the highest and highest level in every aspect. When considering each aspect, it was found that the learning aspect was teamwork. It is less average than other areas. Therefore, educational institution administrators The thought process should be encouraged. Team learning Organizing group activities exchange of knowledge Leave a comment and listen to each other together to solve problems and make decisions in accordance with organizational change This will result in a learning organization occurring when personnel have a mental model. Have unity learn from each other and aiming to do it for the common good

1.3 Results from research objective 3 found that academic leadership of administrators affects being an innovative learning organization in private universities in Bangkok. Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra

University 4) Mahanakorn University Overall, there is a high level of relationship between them. When considering each pair, it was found that the aspects of developing learning media and being a knowledgeable person were at the lowest level. Administrators should develop and build learning potential in using various types of learning media, promoting and supporting training. Learning how to create and use media in 21st century education will result in the educational institution being developed into a more complete educational institution learning organization.

2. Suggestions for next research

This research has found that the academic leadership of administrators affects the organization of innovative learning in private universities in Bangkok. Educational areas 1) Bangkok Thonburi University 2) Sripatum University 3) Shinawatra University 4) Mahanakorn University Educational institutions must have the ability to use strategies. Encourage personnel in educational institutions to develop themselves. and jointly set the vision Practice guidelines to keep the vision moving in the same direction By applying various knowledge and skills to promote and support Including creating an atmosphere of learning. In order to develop learning for students to achieve the goals that have been set with quality, for the next research issue, research should be done on the issue of academic leadership of administrators and academic personnel. that influences being a learning organization in basic educational institutions under other educational areas In order to use the information obtained to further develop education in that area, there should be studies to analyze other elements. To the factors affecting the academic leadership of administrators and academic personnel. Educational institutions and learning organizations of educational institutions.

References

Cronbach, L. J. (1974). *Essential of Psychological Testing*. New York: Harper & Row.

Senge, P. (2006). *The Fifth Discipline: The Art and Practice of the Learning Organization*. (2nded.). New York: Doubleday/Currency.

Seyfarth, JT. (1999). *The principal: New leadership for new challenger*. New Jersey:

Taro.Y. (1973). *Statistics: An introductory and lysis*. (2nd ed). New York: Harpar and row.

Arunmek.K. (2022). Academic leadership of administrators that affects being a learning organization in educational institutions under the district office. Secondary Education Area 9. *The Journal of Institute of Trainer Monk Development*, 5(3), 14-26.

Baojanraya.N. , Bunchuay.P, Saikham.S, Worapongpat.N. (2023). Leadership development of educational institution administrators in the 21st century according to the 4 principles of Iddhipada under the Khon Kaen Primary Educational Service Area Office, Area 2, *Journal of the Pimoltham Research Institute*, 10(1), 73-85.

Boonphet Kaew.N , Somjit.C , Sorapan.C. (2023). Factors affecting being an organization of Learn about secondary schools in Krabi Province under the Trang Krabi Secondary Educational Service Area Office. *MCU Journal of Ubon Ratchathani* , 8(2), 1339-1350.

Chongwen., G., Worapongpat., N. (2020). The Management of Environmental Design Major at the Undergraduate Level of Shenyang City University in Shenyang, China, *Buddhamak Journal*, 7(2), 63-81.

Dongling, Z., & Worapongpat, N. (2023). Academic Leadership of Administrator Influence Learning Organization of Case Study of The University, Hong Kong. *International Journal of Multidisciplinary in Educational & Cultures Studies*, 1(2), 12–20.

Jianzh.,X, Worapongpat., N. (2020). Adaptability Of Freshmen In Dalian Luxun Academy of Fine Arts. *Buddhamak Journal*, 7(2), 51-62

Krejcie, R. V. & Morgan, D. W. (1970). Determining sample size for research activity. *Educational and Psychological Measurement*, 30(3), 607-610.

Min, Y., & Worapongpat, N. (2023). Creative Leadership and School of Zhonghar Vacaltional and Technical College. *International Journal of Multidisciplinary in Educational & Cultures Studies*, 1(1), 1-13.

Ning, L, Worapongpat, N ,Wongkumchai, T, Zidi, X, Jiewei, W, Mingyu, Z. (2023). Admininstration Music Courses For Sustainable Success Case Study Jiangling Town Central High School Dazhou City, *UBRU International Journal Ubon Ratchathani Rajabhat University*, 3(2), 21-39.

Rungrachana.V , Worapongpat., N., (2023). Leadership of educational institution administrators. Under the jurisdiction of the Kanchanaburi Secondary Educational Service Area Office , *Journal of Future Education Innovation* , 2(2), 90-103.

TianShu.M., Worapongpat., N. (2022). The Hybrid Teaching Management System on Art Education Subjects In Haizhou Senior Middle School of Fuxin City. *UBRU International Journal Ubon Ratchathani Rajabhat University*, 3(1), 25-37.

Somboon.T. (2022). Academic leadership of executives that affects being a learning organization. of basic educational institutions under the Samut Prakan Primary Educational Service Area Office 2. *Journal of Multidisciplinary in Humanities and Social Sciences*, 5(1), 250-263.

Pramathikul.A , Worapongpat., N., (2023). Ethical leadership of educational institution administrators in Bo Rai District under the Trat Primary Educational Service Area Office. *Bua Bundit Educational Administration Journal*, 23(2), 65-78.

Phakamat.P. (2023). Digital leadership development model. of administrators of higher education institutions in Bangkok Metropolitan: Digital Leadership Development Model for Higher Education Institutions Administrators in Bangkok Metropolitan. *Teachers Council Wittaya Chan* , 4(2), 132-147.

Phunahha.R , Worapongpat.N. (2023). Creative academic leadership with vision and school administration . Kalasin Secondary Educational Service Area Office. *Kho Phayom Journal* , 34(1), 67-85.

Worapongpat, N., Wongkumchai, T., Saikham. S.,Boonchuay.,P., Chotiwongso, Bhasabutr,P., (2023). Educational Innovation Management of Education Administrators under the COVID -19 Pandemic of Liaoning University China, *Journal of MCU Philosophy Review*, 6(1), 1-15.

Worapongpat., N. (2023). Institutional Strategy Planning To Develop The Marketability of The Doctor of Philosophy Degree Program Universities in Bangkok, *International Journals Ubon Ratchathani Rajabhat University*, 3(3), 27-39.

Worapongpat., N. Phakamach., P., Choothong., R., Tuachob.,S. (2020). The Role of Knowledge Management in Digital Education, *Journal of Management Science Udon Thani Rajabhat University*, 6(5), 65-81

Worapongpat., N. (2023). Marketing Strategies Influencing Decision Making for Private Universities in Bangkok, *UBRU International Journal Ubon Ratchathani Rajabhat University*, 3(1), 1-7.

Worapongpat., N., Phakamat.P. Rattanakorn.D. (2020). Components of innovative leadership for administrators of vocational education institutions in the northeastern region of Thailand. *Journal of Administrative Science Ubon Ratchathani University* , 9(2), 128-143.

Worapongpat, N, Ruang Phaisan.S , Phakamat.P, Lamyong.J. (2022). Guidelines for developing adaptive leadership of executives of professional vocational education institutions . Under the situation of the new normal and the next normal in the eastern region of Thailand , *Buddha Thammakkha Journal* , 7(1), 193-207.

Worapongpat., N., Jirayu.Y , Tirayananamwong.S. (2023). Emotional intelligence of leadership of educational institution administrators in the 21st century between the Kalasin Primary Educational Service Area Office 3 and the Private Education Promotion Office. Rayong Provincial Education Officer , *Bua Bundit Educational Administration Journal* , 23(2), 19-31.

Worapongpat., N., Muensai.B. (2023). Transformational leadership and skills in the digital age of school administrators under the Educational Service Area Office . Krung Phet Ranakhon , *MCU Kanchanaparita Journal* , 3(3), 198-206.

Worapongpat., N, Sopha.B. (2023). Leadership of educational institution administrators towards the development of team building of Group of schools: Roi , Phan , Sakhon , Buri , *Khrut Rason Journal* , 3(3), 112-135.

Worapongpat., N., Yuwaree.R , Jang Bovorn.J . (2023). Educational administration leadership in the digital age of school administrators in Chan Chon Krung , *Journal Education Panyapat Surin Rajabhat University* , 1(2), 125-148.

Worapongpat., N., Waranya.T , Sarawut.T, Chotivam So.P , Saikham.S. (2023). Creative leadership and management of people. Administering educational institutions of the Saha Campus Group, Pathom Dvaravati, Khanom Talay Ngam, Ong Mangkorn , *Rattanakosin Journal of Social Sciences and Humanities* , 5(3), 25-40.

Worapongpat., N., JuthaWan.N , Wuttisuwanan.C. (2023). Transformational leadership of administrators and teachers' performance motivation in educational institutions in Trang, Surat, and Kanchanaburi provinces , *ASEAN Buddhist Studies Journal* , 8(2), 9-20.

Worapongpat., N., Supachai Phosri. (2024). Transformational leadership of administrators and the use of information and communication technology in educational institutions, Sakon Chum Sin School Group , *Pattanasin Academic Journal* , 7(2), 39-52.

Xunan, L., Worapongpat, N. (2023). The Tranformation Leadership Administration of Fit Middle School in Auhui Province. *International Journal of Multidisciplinary in Educational & Cultures Studies*, 1(1), 14–27.

Zi Yun, H, & Worapongpat, N. (2023). The Impacts of New Media on Classroom Teaching Management of Administrators in Educational Management Taking Guangdong University as an Example. *Journal of Multidisciplinary in Humanities and Social Sciences*, 6(1), 22-39.