

## Creative Leadership of Administrators in 21st Century Affecting Effectiveness of Private School under Khon Kaen Educational Area District Office 2

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### Abstract

The objectives of this research were to (1) To study the level of creative leadership of administrators in 21st Century, private school under Khon Kaen educational area district office 2 (2) to study the effectiveness of the private school under Khon Kaen educational area district office 2 (3) to study the relationship between creative leadership of administrators in 21st Century and the effectiveness of private school under Khon Kaen educational area district office 2 (4), to study creative leadership of administrators in 21st century affecting effectiveness of private school under Khon Kaen educational area district office 2, Sampling group consisted of 162 persons including administrators and teachers from private school groups. In the area of the Office of Khon Kaen Primary Educational Service Area, Region 2 during 2020 academic year. Research tool was a questionnaire with a reliability coefficient of 0.90. Data was analyzed by using computer program for calculating mean, percentage, standard deviation, and Pearson product moment coefficient. Regression equations were created for predicting dependent variables through Stepwise Multiple Regression Analysis. Research findings were as follows; (1) Overall image of creative leadership in the 21st century of Private School under Khon Kaen Educational Area District Office 2 indicated a “highest” level of mean score. When compare to each other, all aspects also indicated a “high” level, teamwork had the highest mean score while the lowest one was creative thinking. (2) Overall image of the four aspects of schools’ effectiveness indicated a “highest” level of mean score. When compare to each other, all aspects also indicated a “high” level, the ability to solve problems in school had the highest mean score while the lowest one was the ability to produce high-achieving students. (3) Overall image of the relation between creative leadership in the 21st century of Private School under Khon Kaen Educational Area District Office 2 and schools’ effectiveness indicated a “high” level. All aspects had a positive relation between each other with a statistical significance at the .01 level. (4) The creative leadership in the 21st century of Private School under Khon Kaen Educational Area District Office 2 affecting schools’ effectiveness included having Vision (X1), Communication Skills (x6) and Teamwork (X5). The multiple correlation coefficient was .650 with a statistical significance at the .05 level. The predictive coefficient or predictive power was 42.30 (R<sup>2</sup> = 0.423). These could be expressed in equations of unstandard and standard score as follows:

Unstandardized Score Predictive Equation

$$Y' = 17.131 + 1.659*(X1) + 1.968*(X6) - 1.030*(X5)$$

Standardized Score Predictive Equation

$$Z = 0.457 Z1 + 0.446 Z6 - 0.255 Z5$$

**Keywords:** creative leadership in the 21st century, Effectiveness of school

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## 1. Introduction

The Ministry of Education has the primary responsibility of providing education to develop manpower to be competent and competent on the world stage. There is a production plan and manpower development. to increase competitiveness, it prepares the school-age population with the skills for 21st-century life, so administrators should have an accurate idea of their needs. and by the management guidelines of the agency as well as having guidelines for setting appropriate school education policies. to maximize the benefits of learners and all stakeholders or stakeholders (Office of the Education Council Secretariat, 2015)

An educational institution is a social institution in the creation and development of human resources in society to be qualified personnel with a mission that is critical in its operations. Organize education by the nation's aspirations, which will lead to the development of the organization to be a learning organization. However, that educational institutions will be able to operate effectively. Educational institutions need to adjust the paradigm to be in line with being a learning organization. Factors affecting the quality of teaching and learning management and success in school administration depend on the administrators of the school. Especially in Thai society in the 21st century, the quality and efficiency of Thai education will be related and vary according to the leaders. At the educational institution level, the leader is the administrator of the educational institution itself (Worapat Phucharoen, 2004).

The leadership of Century 21 Education must be accurate and consistent with the changing context. The most important thing is to educate the future people to need to create leaders is to have the ability to set a vision. Promote teamwork Conducting oneself as a good model with knowledge can solve problems, can prioritize or capture the main points of the problem and

communication Communicate clearly with appropriate language and gestures. In addition, being a leader in the 21st century requires creative thinking to effectively develop an educational institution to become a quality school. Build an organization to be a learning organization making the school become an international standard school and prepare to enter the 21st century in the future (Victor Panich, 2015)

But from the state of education management of private school groups In the area of the office of Khon Kaen Primary Educational Service Area, at present, it was found that Overall, there are many academic problems. This was caused by the lack of skilled personnel and lack of good mechanisms to promote, support, supervise and monitor the school's academic work, thus affecting the quality of learners.

For this reason, the researcher is interested in studying the creative leadership of school administrators in the 21st century that affects the effectiveness of private school groups. In the area of the Office of Khon Kaen Primary Educational Service Area 2, for educational institution administrators to have creative leadership in administration and to have modern advancements in the 21st-century world and to be able to perform well in administration and answer the question of developing schools and organizations to be efficient and effective which this research uses survey research.

## 2. Objectives

(1) To study the level of creative leadership of administrators in 21st Century, private school under Khon Kaen educational area district office 2

(2) to study the effectiveness of the private school under Khon Kaen educational area district office 2

(3) to study the relationship between creative leadership of administrators in 21st

Century and the effectiveness of private school under Khon Kaen educational area district office 2

(4) to study creative leadership of administrators in 21st century affecting effectiveness of private school under Khon Kaen educational area district office 2

### 3. Concepts, theories, and related research

#### Creative Leadership

The researcher has synthesized elements from 11 researchers, namely Kwanruthai Phusara (2019), Natchanan Pulkaew (2015), Kritsaphon Amranan (2016), Duangkhae Khamnok (2016), Phonthip Pankong (2016), Montha Sirawong (2016), Supap Ritbamrung (2013), Delich & Broneyn (2010), Palus & Horth (2005), Mungkasem (2001) and Robinson (2000) and it can be seen that there are 5 components of creative leadership that is the theoretical framework derived from synthesis: 1) vision 2) Individuality consideration 3) Flexibility and adaptability 4) Creativity 5) Teamwork

#### Leadership in the 21<sup>st</sup> Century

The researchers synthesized elements from 10 academics and researchers: Toastmaster (2013), CDPI (2013), Reimer (2013), Williams (2014), Brunson (2014), Kabyemera (2014), Shalom (2014), CCL (2014), Podolny (2015) and NASSP (2015), and it can be seen that there are three components of the synthesized theoretical framework of creative leadership. Elements are 1) communication skills 2) teamwork 3) creativity.

#### Creative Leadership in the 21<sup>st</sup> Century

From the synthesis of elements of creative leadership and 21st century leadership from academics and researchers. It can be seen that there are 6 components of creative leadership in the 21st century that are theoretical framework derived from synthesis to define the conceptual framework in this research as follows: 1) vision 2) Individuality consideration 3) Flexibility and adaptability 4) Creativity 5) Teamwork 6) Communication skills.

### School effectiveness

Mott (1972, cited in Somchit Choosrivas, 2019) had an idea of whether the school would be effective or not. It is often considered an academic achievement. in which learning achievement is only one part. Among all ideas, whether a school is effective or not depends on 1) Productivity 2) Positive Attitude 3) Adaptability 4) Flexibility.

### 4. Methodology

This research uses a survey research methodology to study creative leadership of administrators in 21st century affecting effectiveness of private school under Khon Kaen educational area district office 2, with details as follows:

1. The population used in the research. The population used in this research were school administrators and teachers of private school under Khon Kaen educational area district office 2, the number of 10 schools, 286 persons.

2. Sampling group using Krejcie & Morgan's (1970) tables, was sampled 162 persons out of 286 persons and used a simple random sampling method (lottery). school sample group

3. The variables used in the research The primary variables were the creative leadership variables of the century 21 of the school administrators, from 21 researchers, namely Kwanruthai Phusara (2019), Natchanan Pulkaew (2015), Kritsaphon Amranan (2016), Duangkhae Khamnok (2016), Phonthip Pankong (2016), Montha Sirawong (2016), Supap Ritbamrung (2013), Delich & Broneyn (2010), Palus & Horth (2005), Mungkasem (2001), Robinson (2000), Toastmaster (2013), CDPI (2013), Reimer (2013), Williams (2014), Brunson (2014), Kabyemera (2014), Shalom (2014), CCL (2014), Podolny (2015) and NASSP (2015), it can be seen that there are 6 variables were 1) Vision 2) Individualized Consideration 3) Flexibility 4) Creativity 5) Teamwork 6) Communication skill and



the dependent variable was Effectiveness of school and the dependent variable was Effectiveness of school.

4. Data analysis: computer program for calculating mean, percentage, standard deviation, and Pearson product moment coefficient. Regression equations were created for predicting dependent variables through Stepwise Multiple Regression Analysis.

5. Research tool was a questionnaire which is divided into 3 parts as follows:

Part 1 The questionnaire on the status of the respondents is a checklist form.

Part 2 The creative leadership of administrators in 21st Century Questionnaire characteristics are the rating scale.

Part 3 School Effectiveness Questionnaire characteristics of the instrument are the rating scale.

## 5. The results of the study

1) School administrators of private school under Khon Kaen educational area district office 2, there was creative leadership in the 21st century, with the overall six aspects at the level of “highest” ( $\bar{x}$  = 4.51) when considering the mean for each aspect. Sorted from the highest average in order are: teamwork ( $\bar{x}$  = 4.67), communication skills ( $\bar{x}$  = 4.63), flexibility and adaptability ( $\bar{x}$  = 4.56), vision ( $\bar{x}$  = 4.51) and Individual consideration ( $\bar{x}$  = 4.47) for creativity has the last average ( $\bar{x}$  = 4.26).

2) The effectiveness of private school under Khon Kaen educational area district office 2,

the overall four aspects were at the “highest” level ( $\bar{x}$  = 4.58) when considering the mean for each aspect. Sorted from the highest average, respectively, were ability to solve problems in school ( $\bar{x}$  = 4.70), the ability to change and develop schools ( $\bar{x}$  = 4.60), and the ability to develop students to have a positive attitude ( $\bar{x}$  = 4.53) for productivity, high-achieving students had the last average ( $\bar{x}$  = 4.48).

3) The relationship between creative leadership in the 21st century of private school under Khon Kaen educational area district office 2, all aspects were positively correlated. When considering the correlation coefficient in each aspect, it was found that the creative leadership in the century 21 of the school administrators The aspect with the highest correlation was in the aspect of having vision ( $r = .573$ ) and followed by Communication skills ( $r = .563$ ), individual consideration ( $r = .533$ ), flexibility and adaptability ( $r = .524$ ), creativity ( $r = .465$ ). and the aspect with the lowest correlation was teamwork ( $r = .354$ ).

4) Creative leadership of administrators in 21st century affecting effectiveness of private school under Khon Kaen educational area district office 2, which were vision (X1), communication skills (X6) and teamwork (X5), the multiple correlation coefficient was .650 ( $R = .650$ ), which was statistically significant at the .05 level, had a predictive coefficient or predictive power of 42.30 percent ( $R^2 = 0.423$ ), which was written as an equation in the form of a raw score. and standard scores are as follows:

Unstandardized Score Predictive Equation

$$Y' = 17.131 + 1.659*(X1) + 1.968*(X6) - 1.030*(X5)$$

Standardized Score Predictive Equation

$$Z = 0.457 Z1 + 0.446 Z6 - 0.255 Z5$$

## 6. Discussion of results

1) From the research results, it was found that private school administrators In the area of

Khon Kaen educational area district office 2, there is a creative leadership in the 21st century, with the overall 6 aspects being at the “highest” level.

Private school under Khon Kaen educational area district office 2, training, meetings, seminars were organized for administrators of educational institutions to create knowledge and understanding about the administration of educational institutions by the policy of the Office of the Basic Education Commission that emphasizes on integrated operations There is decentralization and management according to good governance. Teachers and educational personnel with quality standards are developed. and provide opportunities for all sectors to participate in educational management This is consistent with the research of Krisaphol Amranan (2016) titled Study of Creative Leadership of Educational Institution Administrators in 81 Mae Wong District under Nakhon Sawan Primary Education Service Area Office 2 . Creative Leader of School Administrators in Mae Wong District Under the Office of Nakhon Sawan Primary Educational Service Area 2, the overall picture is at a high level. And in consistent with the research of Duangkhae Khamnok (2016) has studied the creative leadership of school administrators. under the district office, Nakhon Ratchasima Primary Education Region 6 found that the creative leadership of educational institute administrators Under the Office of Nakhon Ratchasima Primary Educational Service Area 6 , overall and in every aspect at a high level.

2) From the research results, it was found that the effectiveness of private school under Khon Kaen educational area district office 2, the overall of the four aspects was at the “highest” level, probably because the students were able to study on their own. There is a quick access source of information. Be aware of the changes in the current society, as well as the administrators and teachers together to solve the problem of unwanted behavior of students. Train students to be able to face a variety of situations appropriately. In addition, teachers have developed innovations and new teaching materials. continuously, Therefore,

the effectiveness of the school is at the highest level. This is in line with the research of Rutairat Boon-In (2016). The study of factors affecting the effectiveness of schools under the Chonburi Primary Educational Service Area Office 1 found that school effectiveness Under the Office of Chonburi Primary Educational Service Area 1 , overall and individual items are at a high level. Consistent with the research of Chonchai Srichiang (2016) , a study of the organizational climate affecting the effectiveness of private schools in Suphanburi found that the overall effectiveness of the private schools in Suphanburi province was at high level.

3) From the research results, it was found that creative leadership in the 21st century and the effectiveness of private school under Khon Kaen educational area district office 2, the overall positive relationship was at a moderate level. statistically significant at the .01 level when considering the correlation coefficient in each aspect. The aspect with the highest correlation was the aspect with the vision ( $r=.573$ ) and the aspect with the lowest correlation was teamwork ( $r=.354$ ). has the highest correlation coefficient This may be because School administrators of private schools express a vision of the future that leads to change for the better. Raising awareness and communicating visions to teachers and stakeholders leading to concrete practice and seeing the value of the vision, encouraging teachers and personnel to be motivated to work to achieve the vision of the school with full knowledge and ability, In addition, they can act as a role model in building shared values of the organization. to raise the morale of personnel perseverance Commitment to work that consistently leads to success This is in line with the research by Supap Ritbamrung (2013) titled Creative Leadership of School Administrators Affecting School Effectiveness under the Education Service Area Office Secondary School District 30 found that the relationship between creative



leadership of school administrators and the effectiveness of the school Under the Office of Secondary Education Service Area 30, overall, the relationship value was at a high level. All aspects showed a statistically significant positive correlation at the .01 level.

4) From the forecast equations show that the effectiveness of the school There will be a relationship with the creative leadership in the 21st century of private school under Khon Kaen educational area district office 2. The other three variables are: vision (X1), communication skills (x6), and teamwork (X5). show the importance and the necessity of developing such characteristics to be inherent to all administrators of educational institutions which will lead to the success of the educational institutions and continual development for the other three variables of individuality (x2), flexibility, and adaptability (x3), and creativity (x4), were excluded from the equation. Since the correlation test was not statistically significant. thus, showing that the best and most appropriate early variable to make a group of private school under Khon Kaen educational area district office 2, to be effective of only 3 primary variables.

## 7. Summary and Suggestions

1. Suggestions for applying the results of the study

1.1 School administrators, should be developed in the field of creativity, especially with the initiative and creating innovations to be used in the administration and promotion of learners' study by skillfully using modern technology and information. Because the research results show that the level of behavioral expression in the field of creativity is the least average compared to other issues that were studied.

1.2 Private school under Khon Kaen educational area district office 2, a strategy should

be developed. Training for school administrators recognizing the importance of the three areas of creative leadership variables that contribute to school effectiveness, in particular, should focus on development and improving oneself in terms of having a vision in school administration in terms of having communication skills in management and teamwork as well as to promote Encourage co-workers with special abilities to have fair career advancement and promotion to a higher position and to support school personnel and able to work at full capacity with knowledge and ability and work together to achieve success According to the goals, the results are tangible. and more developed.

1.3 School administrators' emphasis should be given to the effectiveness of schools in their ability to produce more high-achieving students. Because the research results show that School administrators can produce students with the lowest average academic achievement. Compared to other issues raised in the study, school administrators must continuously develop students' learning achievements to a higher level. In addition, educational institutions must support activities or projects to develop students' potential in specific fields, such as academic music, art, sports, etc.

1.4 Private school under Khon Kaen educational area district office 2, there should be a project. To develop and encourage school administrators to realize the importance of creativity Encourage teachers and staff to create new creative ideas and think outside the box for success in their work. and has the initiative to create and create innovations for management and promotion of learners' study and research by skillfully using modern technology and information. Because the results of the research found that Creativity variables from the correlation test were not statistically significant, which were variables that did not affect school effectiveness.

## 2. Suggestions for the next study

2.1 There should be a qualitative research study. To know the facts about leadership behavior Creativity of successful school administrators Has proven results, is accepted by the community, can develop educational institutions to be truly effective by studying in the form of case studies.

2.2 A study of creative leadership of educational institution administrators should be conducted. By studying other variables that were not taken into account, such as a focus on participation. reflecting practice Aiming for success and having a good personality, etc.

2.3 There should be done in schools or other school districts. to obtain more appropriate and accurate information.

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