

How to cite this article: Udomkate Radnui, Supattha Pranee, Bundit Pungnirund & Tanapol Kortana. (2024). Strategic Leadership, Creativity, Organization Culture, and Learning Organization Affecting to Operational effectiveness of Local Administrative Organizations. *Journal of Logistics and Supply Chain Operations*, 10(1), 53-68. <https://doi.org/10.53848/jlsc.v10i1.264854>

Received: November 28, 2022
Revised: December 16, 2022
Accepted: December 18, 2023

Strategic Leadership, Creativity, Organization Culture, and Learning Organization Affecting to Operational effectiveness of Local Administrative Organizations

Udomkate Radnui¹, Supattha Pranee^{2*}, Bundit Pungnirund³ and Tanapol Kortana⁴

Abstract

This research aims to study the 1) levels of strategic leadership, creativity, organization culture, learning organization and the effectiveness of local administrative organizations 2) Influence of strategic leadership, creativity, organization culture, and learning organization on the effectiveness of local administrative organizations, and 3) to develop the model effectiveness of local administrative organizations. This research is quantitative. The sample was 420 executives, executives, directors, and academics/practitioners using a randomized group method. Collect data using questionnaires Analyze data with structural equations. The finding found that 1) the level of effectiveness of local administrative organizations is the highest, organizational culture, organization of learning. Strategic leadership Creativity 2) Strategic leadership Creativity Organizational culture Learning organizations influence the effectiveness of local government organizations 3) The local administrative organizations effectiveness model developed by the researchers is the “SSB Model”, a model for promoting the core practices of local government organizations that emphasize community participation in promoting the quality of life with local administrative organizations to improve the quality of life of citizens.

Keywords: Strategic leadership, Creativity, Organization culture, Learning organizations, Local administrative operations

Type of Article: Research Article

* Corresponding author

¹⁻⁴ College of Innovation and Management, Suan Sunandha Rajabhat University,
Email: s61484945034@ssru.ac.th, supatta.pr@ssru.ac.th, bundit.pu@ssru.ac.th, tanapol.ko@ssru.ac.th

ภาวะผู้นำเชิงกลยุทธ์ ความคิดสร้างสรรค์ วัฒนธรรมองค์กร และองค์การแห่งการเรียนรู้ที่ส่งผลต่อประสิทธิผลการปฏิบัติงานขององค์กรปกครองส่วนท้องถิ่น

อุดมเขต ราชฤทธิ์ไญ่¹, สุพัตรา ปราณี^{2*}, บัณฑิต ผังนิรันดร์³, ธนพล ก่อฐานะ⁴

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษา 1) ระดับความเป็นผู้นำเชิงกลยุทธ์ ความคิดสร้างสรรค์ วัฒนธรรมองค์กร องค์การแห่งการเรียนรู้ และประสิทธิผลขององค์กรปกครองส่วนท้องถิ่น 2) อิทธิพลของภาวะผู้นำเชิงกลยุทธ์ ความคิดสร้างสรรค์ วัฒนธรรมองค์กร และองค์การแห่งการเรียนรู้ ที่มีต่อประสิทธิผลขององค์กรปกครองส่วนท้องถิ่น และ 3) พัฒนาแบบจำลองประสิทธิผลขององค์กรปกครองส่วนท้องถิ่น ใช้รูปแบบการวิจัยเชิงปริมาณ กลุ่มตัวอย่างคือผู้บริหาร ผู้บริหาร กรรมการ และนักวิชาการ/นักปฏิบัติ จำนวน 420 คน โดยวิธีการสุ่มแบบกลุ่ม รวบรวมข้อมูลโดยใช้แบบสอบถาม วิเคราะห์ข้อมูลด้วยสมการโครงสร้าง ผลการวิจัยพบว่า 1) ระดับประสิทธิผลขององค์กรปกครองส่วนท้องถิ่นอยู่ในระดับสูงสุด ด้านวัฒนธรรม องค์กร องค์การแห่งการเรียนรู้ ความเป็นผู้นำเชิงกลยุทธ์ ความคิดสร้างสรรค์ 2) ความเป็นผู้นำเชิงกลยุทธ์ ความคิดสร้างสรรค์ วัฒนธรรมองค์กร องค์การแห่งการเรียนรู้มีอิทธิพลต่อประสิทธิผลขององค์กรปกครองส่วนท้องถิ่น 3) รูปแบบประสิทธิผลขององค์กรปกครองส่วนท้องถิ่นที่ผู้วิจัยพัฒนาขึ้นคือ “SSB Model” ซึ่งเป็นรูปแบบการส่งเสริมแนวปฏิบัติหลักขององค์กรปกครองส่วนท้องถิ่นที่ เน้นการมีส่วนร่วมของชุมชนในการส่งเสริมคุณภาพชีวิตร่วมกับองค์กรปกครองส่วนท้องถิ่นเพื่อพัฒนาคุณภาพชีวิตของประชาชน

คำสำคัญ: ผู้นำเชิงกลยุทธ์ ความคิดสร้างสรรค์ วัฒนธรรมองค์กร องค์การแห่งการเรียนรู้
การปฏิบัติงานขององค์กรปกครองส่วนท้องถิ่น

ประเภทบทความ: บทความวิจัย

* Corresponding author

¹⁻⁴ วิทยาลัยนวัตกรรมการจัดการ, มหาวิทยาลัยราชภัฏสวนสุนันทา, อีเมล: s61484945034@ssru.ac.th, supatta.pr@ssru.ac.th, bundit.pu@ssru.ac.th, tanapol.ko@ssru.ac.th

1. Introduction

Provincial administrative organizations in each province and subdistrict of Thailand play an important role in local administration. It is an organization that helps to lighten its mission and has access to the management of problems and needs of people in different areas. Make operations, and planning. There are different management styles out there. It requires skills, knowledge, and management techniques suitable for the local social conditions.

Distribution of administrative power to localities Local governing bodies are considered to be the main authorities for the transfer of power from the central government, regardless of political power. The authority or even the authority to provide public services to the people in the local community so that the provincial administration and the sub-district administration can manage the problems and needs of the people in the area, thus improving the quality of life of the people. According to the review, the variables associated with the effectiveness of local government operations include strategy leadership, creativity, corporate culture, and learning organizations. It was found that strategic leadership is critical to successful organizational management. It helps members understand the organization's exact vision, objectives, and direction does not cause conflicts and confusion at work, enables the organization to effectively achieve the desired goals and objectives, and is

beneficial to the organization in building understanding during work and related to dealing with problems. Developing strategic leadership competencies to lead to quality operations. (Sparrow & Cooper, 2014). Leadership affects local development, successfully manages local government organizations, and achieves effectiveness. It leads to becoming an organization of learning. Building good relationships between members Creating a good working atmosphere Awarding and punishing equally and equitably under the same rules. Organizations and personnel are learning to adapt and cope with what's to come all the time (Woraphathirakul, 2019). Empowering creativity and innovating at the individual, team, and organizational levels. Creating a corporate culture has a significant impact on work efficiency. In particular, determining the trajectory of people's work in the organization in the same direction. To create prosperity for organizations promoting the organization of learning. It is an organization that has a process-based approach to maintaining resources. Ability and organizational environment to be aligned through an emphasis on resource utilization and implementation of personnel capabilities. Reconfiguration and renewal to enable continuous operation. (Nugroho, 2018), finding that the causal factors in each factor are all related and interrelated with each other.

Strategic leadership, creativity, organizational culture, and organization of learning are factors that affect the effectiveness of

local government operations. To perform tasks in the agency to be most effective. This is to apply the results of the research as empirical data to formulate strategies. Policies and guidelines for promoting the performance of civil servants to ensure the effectiveness of quality performance to achieve the goals of the Organization sustainably.

2. Research's objective

1. To study the levels of strategic leadership, creativity, organization culture, learning organization and the effectiveness of local administrative organizations.

2. To study the Influence of strategic leadership, creativity, organization culture, and learning organization on the effectiveness of local administrative organizations

3. To develop the model effectiveness of local administrative organizations.

3. Hypothesis

1. Strategic leadership has direct influences creativity.

2. Strategic leadership has direct influences the learning organization.

3. Strategic leadership has direct influences the effectiveness of local administrative organizations.

4. Strategic leadership has a direct influence on organizational culture

5. Creativity has direct influence on the learning organization.

6. Creativity has direct influence on the effectiveness of local administrative

organizations.

7. Organizational culture has direct influence on the learning organization.

8. Organizational culture has direct influences the effectiveness of local administrative organizations.

9. The organization of learning has direct influence on the effectiveness of local administrative organizations.

4. Literature review

We established a conceptual framework from the relevant literature review. as follows

1. Operational effectiveness is a measure that enables the management of the organization to recognize the weaknesses of the administration. The image of the organization can be seen in many dimensions. This allows management to use the information to improve the management of the organization to achieve equilibrium in all aspects, rather than evaluating the organization using only one financial perspective. The organization's vision and strategy have been modified to frame the management team as objectives and performance measurements, which are framed into four perspectives: financial, staffing, internal processes, and learning and development (Miao, Humphrey, & Qian, 2018).

2. Strategic leadership is the ability of a leader to make judgments. To increase the chances of long-term success for the organization. Different leadership approaches to influence the vision and direction of growth

and potential success in the organization. Executives must have the skills and tools to formulate strategies and operations. Leaders not only can predict the direction but must be able to manage their internal systems to implement changes following their vision. Strategic leadership is the multi-faceted function that leaders must involve with other individuals to help organizations cope with the changes that occur in the age of globalization and build resilience for organizations to achieve their goals, have effective communication, and have an entire organization-wide scope of responsibility (Contino, 2004) emphasizes the proper use of motivation and motivation techniques. It uses a variety of incentives and effective methods to ensure successful work, including the use of a variety of regular communications. It focuses on two-way communication.

3. Creativity is the brain's ability to think critically, think fluently, flexibly, think problem-solving, and modify existing things to perform more step by step and systematically. It's new, innovative, and better. It is a solution to problems and creates operational efficiency perfectly. (Potjanajaruwit & Girdwichai, 2019).

4. Organization Culture The values or beliefs that guide the understanding and way of thinking of individuals who are members of the organization are shared and taught to new members correctly. It is a form of organizational member's thoughts that determines the differences between organizations,

including the value system that forms the core of culture at all levels, including knowledge, ideas, beliefs, basic assumptions, and values that coexist within the minds of a certain number or a large part of the organization. This idea is a guide to thinking. Decision-making and understanding of the environment within the organization (Sujan, 2015).

5. Learning Organization, an organization whose members are alert and focused on the pursuit of knowledge. Innovate, and constantly improve yourself. It's based on a collaborative learning process. The transfer of knowledge and the refinement of knowledge into behavior modification that will reflect new knowledge is one of the administrative processes that focus on organizations and personnel. Have efficient and efficient workflows. By relying on everyone's work base, it's about learning from each other. Creative contributions from knowledge, ideas Experience from working together to develop and change the way the organization works and develop the system simultaneously with the transformation of the organization to progress relentlessly under the conditions of today's world. (Bogolyubov, 2020).

5. Methodology

5.1 Research method

This research is quantitative. Collect data using questionnaires From executives, executives, directors, and academics/practitioners.

5.2 Population and sample

The population used in the research was 1) the executive group, 2) the director group, and 3) the academic/practitioner group, totaling 1,705 people.

The sample size determined according to the Rule of Thumb (Hair, Black, Babin, & Anderson, 2010) was 440. We increased the number of questionnaires by 80 to obtain a comprehensive questionnaire to analyze the data. By dividing the sample into three groups, stratified sampling showed a total of 420 respondents returning.

5.3 Research instruments

1. The nature of the research instrument is a questionnaire, which is studied from the literature review and the research related to the variables studied in detail. The questionnaire divides the content into 7 episodes:

Part 1 Inquire about the general status of the respondents 5 questions, optional questionnaire (Check List).

Part 2-6 Inquire into the level of performance of local government organizations. Several 20 items. Strategic Leaders 20 items. Creativity 23 items. Organizational Culture 26 items. Organization of Learning 26 items. The nature of the questionnaire is a closed-ended question. The five rating scales are most, very, medium, few, and least,

respectively. Get questions from peer review from scholars and gather comprehensive questions.

Part 7 asks for other suggestions on performance improvement approaches based on the factors presented.

Check the questionnaire's quality by finding its content validity by consulting with experts. Find out how reliable and how effective you can be with 60 sets of tests. The Cronbach's alpha coefficient was used to measure the level of confidence among the participants. This coefficient was equal to 0.97. To check the construct validity of the measure, we used confirmatory component analysis. A study found that good strategic leadership is important for a company's success. The organizational culture of creativity contributes to the effectiveness of local government organizations. The composite reliability of the product was analyzed based on the weight of standard components. And the extracted variance considering together with the confidence value of the latent variable which should be greater than or equal to 0.70 and the extracted variance should have values greater than or equal to 0.50 (Fornell & Larcker, 1981)

5.4 Data collection

As in Table 1 and symbols for the study variables are assigned as in Table 1.

Table 1 Symbols for the study variables

Latent Variable	Observation Variable
Strategic Leadership (STGLD)	Orientation (ORTT) Strategy (DTMST) Strategy Implementation (IMPM) Control and evaluation (CNEV)
Creativity (CREAT)	Originality (INTIV) Fluency (FLUN) Flexibility (FLEXB) Elaboration (THOF)
Organization Culture (CPCULT)	Clan culture (KNSH) Adhocracy culture (ADP) Bureaucratic culture (BURC) Market culture (ACHIE)
Learning Organization (LRNOG)	Systems thinking (SYTMC) Personal mastery (INTLC) Mental model (THPTT) Shared vision (VISBD) Team learning (TMLRN)
The operational effectiveness of Local Administrative Organizations (OGPFM)	Financial perspective (FNC) Customer perspective (CSM) Internal process perspective (ITNP) Learning and growth perspective (LNDEV)

Table 2 Factor Loading Score expressed as a standardized score of latent variables (n = 420)

Strategic Leadership	.76	.41	17.50***	.59
$\rho_c = 0.85$ $\rho_v = 0.59$				
Creativity	.80	.36	18.36***	.65
$\rho_c = 0.88$ $\rho_v = 0.65$				
Organization Culture	.79	.37	18.20***	.63
$\rho_c = 0.87$ $\rho_v = 0.63$				
Learning Organization	.68	.29	15.23***	.71
$\rho_c = 0.89$ $\rho_v = 0.63$				
The operational effectiveness of Local Administrative Organizations	.78	.38	17.28***	.62
$\rho_c = 0.86$ $\rho_v = 0.62$				

*** Statistically significant at the .001 level ($p < .001$)

5.5 Data analysis

Data analysis for the analysis of statistical data obtained from questionnaires using ready-made statistical programs. Details are as follows:

1. Analysis of information about the general status of respondents.
2. Analysis of reality-level data of the studied variables. Use the method of averaging arithmetic and standard deviation.
3. Model analysis according to the research framework the statistics used include

Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM).

6. Results

The results of the objective research can be divided into three topics:

1. The level of strategic leadership, creativity, organizational culture, learning organizations, and the effectiveness of local government organizations. The findings are shown in Table 3.

Table 3 Mean, standard deviation, and level interpretation of study variables (n = 420)

Variable	\bar{X}	S.D.	Interpretation
Strategic Leadership	3.95	1.03	A lot
Creativity	3.85	1.16	A lot
Organization Culture	4.06	1.01	A lot
Learning Organization	4.02	1.05	A lot
The operational effectiveness of Local Administrative Organizations	4.39	0.76	A lot

According to Table 3, the latent variables studied averaged between 3.85-4.39, with the local government performance factors being the most average. Followed

by organizational culture, and organization of learning. Strategic leadership and creativity, respectively.

Table 4 Results of examination of empirical variable distributions in structural equation models (n = 420)

Observable variable	\bar{X}	S.D.	SK	KU
Strategic Leadership	3.95	1.03	-3.32	-4.56
Creativity	3.85	1.16	-3.29	-6.03
Organization Culture	4.06	1.01	-4.07	-4.61
Learning Organization	4.02	1.05	-4.18	-4.62
The operational effectiveness of Local Administrative Organizations	4.39	0.76	-5.73	-2.93

According to figure 1, some observable variables have normal distributions because they exceed +3.00, but can be analyzed

without violating the initial agreement due to the large sample size ($n > 400$) (Kelloway, 1998).

	ORTT	DTMST	IMPM	CNEV	INTIV	FLUN	FLEXB	THOF	KNSH	ADP	BURC	ACHIE	SYTMC	INTLC	THIPTT	VISBD	TMLRN	FNC	CSM	ITNP	LNDEV
ORTT	1																				
DTMST	.655**	1																			
IMPM	.666**	.692**	1																		
CNEV	.390**	.405**	.466**	1																	
INTIV	.491**	.399**	.512**	.329**	1																
FLUN	.495**	.394**	.504**	.316**	.785**	1															
FLEXB	.410**	.360**	.476**	.298**	.691**	.758**	1														
THOF	.573**	.483**	.532**	.230**	.595**	.562**	.482**	1													
KNSH	.516**	.431**	.526**	.303**	.681**	.652**	.635**	.682**	1												
ADP	.537**	.477**	.539**	.250**	.650**	.618**	.592**	.697**	.784**	1											
BURC	.508**	.487**	.565**	.281**	.602**	.560**	.564**	.642**	.640**	.728**	1										
ACHIE	.413**	.399**	.456**	.276**	.457**	.464**	.472**	.524**	.474**	.529**	.698**	1									
SYTMC	.344**	.386**	.352**	.202**	.395**	.396**	.419**	.423**	.383**	.414**	.532**	.718**	1								
INTLC	.413**	.409**	.480**	.268**	.615**	.618**	.697**	.505**	.592**	.609**	.616**	.516**	.499**	1							
THIPTT	.407**	.363**	.413**	.223**	.514**	.473**	.433**	.530**	.506**	.570**	.558**	.412**	.419**	.569**	1						
VISBD	.459**	.478**	.439**	.277**	.513**	.478**	.456**	.517**	.506**	.621**	.656**	.484**	.447**	.624**	.739**	1					
TMLRN	.172**	.156**	.203**	.238**	.247**	.302**	.198**	.329**	.327**	.320**	.271**	.258**	.246**	.220**	.326**	.330**	1				
FNC	.393**	.422**	.401**	.186**	.376**	.381**	.414**	.426**	.425**	.531**	.548**	.440**	.461**	.517**	.588**	.703**	.367**	1			
CSM	.335**	.342**	.297**	.116**	.359**	.334**	.346**	.382**	.348**	.436**	.520**	.388**	.370**	.413**	.428**	.515**	.269**	.558**	1		
ITNP	.307**	.319**	.296**	.068**	.308**	.279**	.292**	.380**	.320**	.357**	.521**	.427**	.387**	.322**	.347**	.427**	.205**	.434**	.763**	1	
LNDEV	.294**	.333**	.301**	.104**	.340**	.280**	.285**	.393**	.325**	.333**	.516**	.417**	.398**	.333**	.358**	.414**	.196**	.425**	.696**	.738**	1

*Statistical significance at the 0.01 level

Figure 1 Correlation coefficients between empirical variables used in studies in structural equation models.

Figure 1 The relationship between all observed variables. With the highest correlation coefficient of less than 0.90, which corresponds to the correlation coefficient threshold between observable variables with values of 0.90 or higher, the multicollinearity problem (Kline, 2016) concludes that the data are suitable for analysis with structural equation modeling techniques.

2. Influence of strategic leadership, creativity, organizational culture, and

organization of learning The results of the analysis showed that hypothesis-based models were not consistent with empirical data. Based on the fit index values as follows: $\chi^2 = 262.94$ $df = 157$ $p\text{-values} = .00000$, $\chi^2/df = 1.67$, $RMSEA = .048$, $RMR = .040$, $SRMR = .042$, $CFI = .98$, $GFI = .93$, $AGFI = .91$, $CN = 268.03$ As a result, the estimation of parameters in the structural equation model is not sufficiently reliable. We, therefore, adjusted the model to be consistent with empirical data, as shown in Table 5.

Table 5 Parameter estimation of direct effect coefficients, indirect effects, and total effects from the modulation equation model (n = 420)

Dependent variable	R ²	Influence	Causal variables			
			CREAT	CPCULT	LRNOG	STGLD
CREAT	.79	Direct				.89*(14.86)
		Indirect				-
		Total direct				.89*(14.86)
CPCULT	.72	Direct				.85*(14.70)
		Indirect				-
		Total direct				.85*(14.70)
LRNOG	.88	Direct	.48*(3.66)	.96*(7.83)		.49*(3.86)
		Indirect	-	-		.34*(6.86)
		Total direct	.48*(3.66)	.96*(7.83)		.83*(11.29)
OGPFM	.83	Direct	.43*(3.24)	.48*(4.27)	.92*(3.55)	.39*(3.42)
		Indirect	.44*(3.21)	.38*(3.22)	-	.49*(7.07)
		Total direct	.87*(3.58)	.86*(7.29)	.92*(3.55)	.88*(11.79)

$\chi^2 = 262.94$ df = 157 p-value = .00000 , χ^2 /df = 1.67, RMSEA = .048, RMR = .040, SRMR = .042, CFI = .98, GFI = .93, AGFI = .91, CN = 268.03

* statistically significant at the .05 level (p < .05) *** statistically significant at the .001 level (p < .001)

The results of the hypothesis test results from the findings correspond to all hypotheses, as shown in Figure 1 as follows:

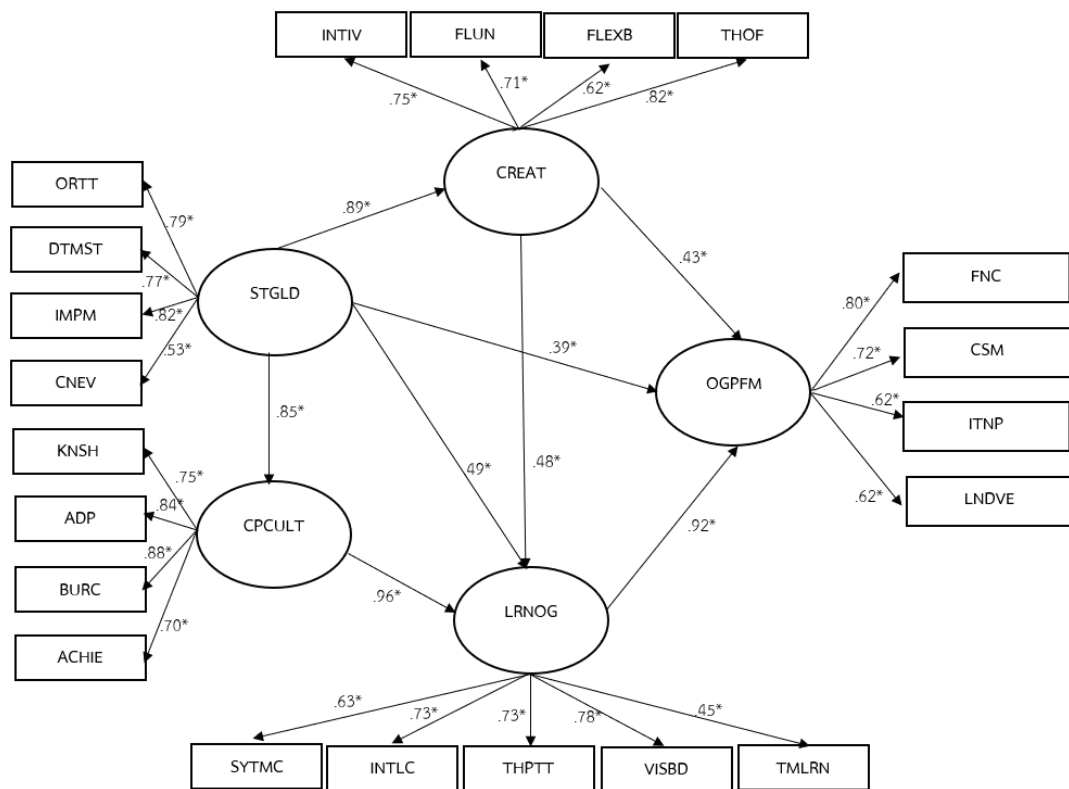


Figure 2 Adjusted model of causal factors influencing the effectiveness of local government organizations, Nakhon Nayok Province (n = 420)

3. Develop a model to simulate the effectiveness of the performance of local government organizations. We developed a model based on quantitative data analysis and received feedback from people with experience working in local government organizations. 17 persons. This S S B Model is used to promote the performance of local government organizations. By taking into account the community. There is a clear process in place, including a focus on community, to know the problems of the local community that needs to be taken care of. To be able to prioritize solving urgent

problems related to the well-being of the people in the area. It is a key aspect of management. On many occasions, it is often found that the management system is mainly a policy that is entrusted to practice but does not coordinate planning with the community, making the projects unsuccessful.

Doing with the community is a priority and raises awareness of the problems that arise in the community, which needs to solve them. Getting the community involved in the action is to raise public awareness of the community to create a sense of community love and a sense of concern and sincerity

in helping to improve the community's well-being. Operational analysis and follow-up are of paramount importance. The evaluation should be carried out with integrity and realistic evaluation to see how the operational guidelines that have been done have been successful or should be corrected and improve the operating system to be of greater quality. It focuses on the work processes that involve the community in the implementation. Local government

organizations must share a clear vision and communicate to the community the guidelines of a vision that can be implemented together. Allowing the community to share their opinions Guidelines for action by accepting public opinion in the area and based on activities. That emphasizes consistency with the livelihoods of the people in the area to achieve the goals of the local government organizations. Simulations can be developed as shown in Figure 3.

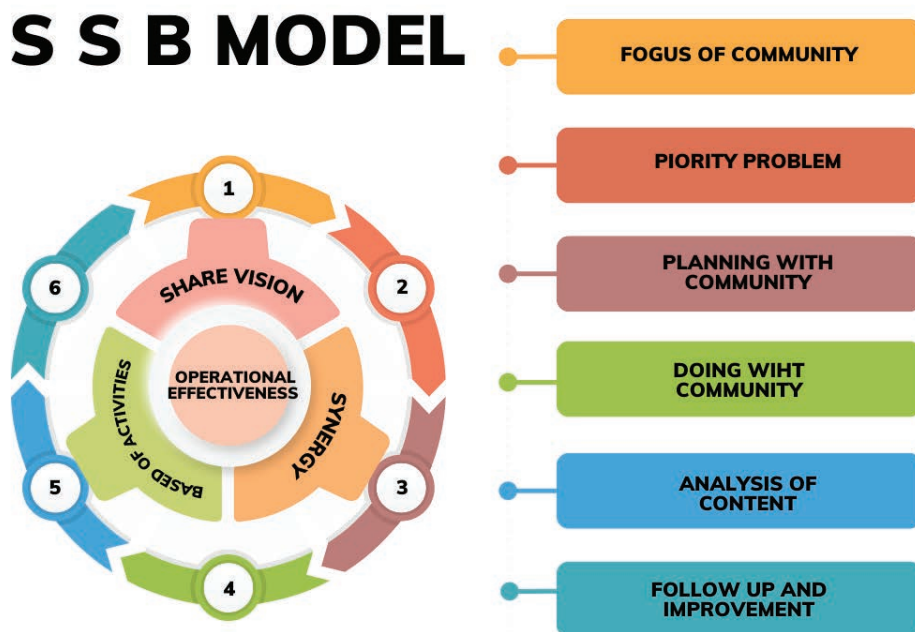


Figure 3 SSB Model

7. Discussion and conclusions

According to the results, the level of effectiveness of local government organizations is at the highest level. Strategic leadership, creativity, organizational culture,

and organization of learning are at a good level. This is in line with the review that found that strategic leadership is the starting factor in promoting the effectiveness of local government organizations. And creativity

affects organizational culture, organization of learning, and the effectiveness of local government organizations. Organizational culture affects the organization of learning and the effectiveness of the performance of local government organizations. However, the effectiveness of local government operations can be achieved. Depending on strategic leadership is the starting factor. Motivating performance is one skill that leaders need to motivate. Create and encourage academic university employees to feel the urge to work for the organization to the best of their ability, in line with al Harbi's (2017) research on strategic leadership and creativity. Effects of psychological empowerment and internal motivation of employees The results showed that strategic leadership has a significant positive correlation with follower creativity and organizational innovation. This is in line with the research of Xu and Wang (2019), studying the creative expectations of leaders and followers of creativity. Perspectives of the creative process The results showed that leaders' creative expectations were significantly and positively associated with the intense creativity of employees. Participation in the creative process plays a full role among leaders. Employees' creative and creative expectations Justice helps sift through the positive relationship between leaders' creative expectations and participation in the creative process and enhances positive detours. This is in line with the research of Ellinger and Ellinger (2021), studying strategic leadership for

learning. Enhance coaching efficiency to create an organization of learning. The results showed that strategic leadership for learning is the most important dimension in creating a learning culture that creates an organization of learning. Mentoring and coaching leaders are one of the most important areas related to strategic leadership for learning. Studying the role of leadership, strategic planning, and organizational culture of entrepreneurs towards organizational excellence: evidence from the public sector using SEM. In addition, the results of the findings showed that leadership in strategic planning has an impact on organizational excellence. Koranteng, Iddris, Dwomoh and Kofi Dogbe. (2022) Study of the moderation role of organizational culture in the relationship between organizational leadership and organizational performance in the banking sector. The results showed that leadership styles have a positive impact on bank performance. Corporate culture also has a positive direct effect on the performance of banks in Ghana. The study concluded that positive organizational culture underscores the relationship between organizational leadership and organizational performance in banking. It represents an organizational culture that strengthens the relationship between the organization's leadership and the organization's performance in the bank. Men and Jia (2021) Study knowledge-based leadership. Team learning and team creativity: the role of job interdependence and task complexity. The results show that knowledge-based

leadership correlates positively with team creativity through team learning. In addition, The interdependence of tasks and the complexity of tasks can strengthen the positive relationship between team learning and team creativity, resulting in the organization of learning quickly. Yin Lau, Park, and McLean (2020) Studying organizational learning and corporate citizenship behavior in West Malaysia: the role of a culture that emphasizes teamwork. The results showed that the Organization of Learning had a positive influence on the organization's citizenship behavior. A team-oriented culture of organizational relationships and organizational citizenship behavior. Patyal and Koilakuntla (2018) Studied the impact of organizational culture on quality management approaches in an empirical investigation. The study found that hierarchical and rational cultures are the main types of cultures to promote the commitment of senior management and quality management infrastructure and practices. Group culture and development culture are the most supportive types of cultures for both executives and practitioners. Research suggests the need for an integrated culture that should be adopted as a practical guideline that facilitates the implementation of business strategies to the best of the organization's ability to successfully learn based on the strategic intentions of the management and the environment in which the organization operates. Proactive strategic intent cultivates a group learning system, while interactive

strategic intent focuses on the effectiveness of personalized learning. Companies in a changing environment use experiential learning through engagement mechanisms and experiential orientation resulting in the implementation of the goals set. Therefore, from the results of this research, it can be concluded that the effectiveness of local government organizations consists of causal factors such as strategic leadership, creativity, organizational culture, and learning organizations that are interrelated with each other.

8. Recommendation

8.1 Recommendations for implementing

Executives or stakeholders can apply this finding to promote local government organizations as learning organizations, as the findings show that learning organizations have the greatest influence on the effectiveness of local government organizations. To provide successful local government organizations to operate. Able to transfer knowledge to various agencies for the benefit of the people as much as possible.

8.2 Future research direction

This is due to the analysis of research results by qualitative methods with in-depth interview methods. Qualitative data collection formats, such as group conversation methods, should be changed to ensure complete and complete information. Increase knowledge and expertise in exchanging work experiences to obtain more complete research information.

เอกสารอ้างอิง

- Al Harbi, J.A. (2017). Transformation leadership and creativity effects of employees' psychological empowerment and intrinsic motivation. *Personnel Review*, 48(5), 1082-1099.
- Al-Dhaafri, H., & Alosani, M. S. (2021). Role of leadership, strategic planning and entrepreneurial organizational culture towards achieving organizational excellence: evidence from public sector using SEM. *Measuring business excellence*. DOI 10.1108/MBE-02-2021-0021.
- Bogolyubov, P. (2020). The learning company: the learning organization of the British way – its origins, present, and future directions. *The Learning Organization*, 27(3), 249-257.
- Contino, D. S. (2004). Leadership competencies: knowledge, skills, and aptitudes nurses need to lead organizations effectively. *Critical Care Nurse*, 24(3), 52-64.
- Ellinger, A. D., & Ellinger, A. E. (2021). Providing strategic leadership for learning: optimizing managerial coaching to build learning organizations. *The learning organization*, 28(4), 337-351.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.2307/3151312>.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. 7th ed. Pearson Education: Upper Saddle River.
- Kelloway, E. K. (1998). *Using LISREL for structural equation modeling: A researcher's guide*. United States of America: SAGE Publications Inc.
- Kline, R. B. (2016). *Principles and practice of structural equation modeling*. 4th ed. New York: The Guilford.
- Koranteng, F. O., Iddris, F., Dwomoh, G., & Kofi Dogbe, C. S. (2022). Assessing the moderating role of organizational culture in the relationship between organizational leadership and organizational efficiency in the banking sector. *Evidence-based HRM: a Global Forum for Empirical Scholarship*. Emerald Publishing Limited. 2049-3983. DOI 10.1108/EBHRM-07-2021-0143.
- Men, C., & Jia, R. (2021). Knowledge-oriented leadership, team learning, and team creativity: the roles of task interdependence and task complexity. *Leadership & organization development journal*, 42(6), 882-898.
- Miao, C., Humphrey, R.H., & Qian, S. (2018). Emotional intelligence and authentic leadership: a meta-analysis. *Leadership and Organization Development Journal*, 39(5), 679-690.

- Nugroho, M. A. (2018). The effects of collaborative cultures and knowledge sharing on organizational learning. *Journal of Organizational Change Management*, 31(5), 1138-1152.
- Patyal, V. S., & Koilakuntla, M. (2018). Impact of organizational culture on quality management practices: an empirical investigation. *Benchmarking: An International Journal*, 25(3). DOI:10.1108/BIJ-12-2016-0191.
- Potjanajaruwit, P., & Girdwichai, L. (2019). Creative innovation of startup businesses in Thailand 4.0 era. *Journal of International Studies*, 12(3).
- Sparrow, P., & Cooper, C. (2014). Organizational effectiveness, people and performance: new challenge, new research agenda. *Journal of Organizational Effectiveness*, 1(1), 2-13.
- Sujan, M. (2015). An organization without a memory: a qualitative study of hospital staff perceptions on reporting and organizational learning for patient safety. *Reliability engineering & system safety*, 144, 45-52.
- Woraphathirakul, P. (2019). Motivation for personnel's performance towards the management of the Office of National Health Insurance Area 13 (Bangkok). *Journal of the Great Chula Nakrat*, 6(1), 486-498.
- Xu, F., & Wang, X. (2019). Leaders' creativity expectations and followers' radical creativity Based on the perspective of the creative process. *Chinese management studies*, 13(1), 214-23.
- Yin Lau, P. Y., Park, S., & McLean, G. N. (2020). Learning organization and organizational citizenship behavior in West Malaysia: the moderating role of team-oriented culture. *European journal of training and development*, 44(8/9), 847-864.