

## Predicting Factors for a Learning Organization of Suan Sunandha Rajabhat University

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### ABSTRACT

The objectives of this research were: (1) to examine the levels of transformational leadership, organizational culture, knowledge management, and the learning organization at Suan Sunandha Rajabhat University; (2) to investigate the relationships among transformational leadership, organizational culture, knowledge management, and the learning organization at Suan Sunandha Rajabhat University; and (3) to develop a predictive equation for the learning organization at Suan Sunandha Rajabhat University. The sample consisted of 318 academic and supporting staff members selected through simple random sampling. The research instrument was a questionnaire. The content validity indices ranged from 0.60 to 1.00, and the reliability coefficient (Cronbach's alpha) was 0.925. Data were analyzed using percentage, mean, standard deviation, Pearson's correlation coefficient, and stepwise multiple regression analysis. The findings revealed that: The levels of transformational leadership, organizational culture, and knowledge management, and the learning organization of Suan Sunandha Rajabhat University was at a high level. Transformational leadership, organizational culture, and knowledge management were positively correlated with the learning organization of Suan Sunandha Rajabhat University at a statistically significant level of .01, with correlation coefficients ( $r$ ) of .436, .565, and .729, respectively. The predictors of the learning organization at Suan Sunandha Rajabhat University were knowledge management and organizational culture, which together could predict 54.10% of the variance. The prediction equation for becoming a learning organization of Suan Sunandha Rajabhat University can be created as follows:

Raw Score regression equation

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$$Y = 0.644 + 0.673 (X3) + 0.142 (X2)$$

Standardized Regression Equation

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$$Z = 0.638 (Z3) + 0.135 (Z2)$$

**Keywords:** Transformational Leadership, Organizational Culture, Knowledge Management, Learning Organization

### INTRODUCTION

In 1990, a scholar, Senge (1990), proposed the concept of a learning organization that members must have the skills and qualities to be a learning person, consisting of five principles: 1) system thinking, individuals learn from experience and integrate new knowledge, 2) personal mastery, which is the growth and learning of personnel in the organization, and 3) having a mental model. 4) Shared vision: Personnel recognize and develop a common vision, and

5) Team learning: Team learning is the joint learning of the team. Focus on developing the team's abilities rather than individuals.

Educational institutions focus on developing people to learn throughout life. A learning society has been created for the development of a strong and sustainable country. Developing Thai people for lifelong learning Have the skills and life appropriate for each age group. Adapt to change, be inquisitive, love to read, along encourage individual groups. The community, the people, and all types of media are creative sources of learning and create a quality learning society and support the factors that contribute to lifelong learning. National Economy and Society, 2012) Therefore, being a learning organization is a guideline for the development of education in various educational institutions. There is a study on the organization of learning of the Churee Educational Institution. A study by Saradi Anannawi (2015) found that the organizational model of learning in basic education institutions In the Upper Northern Region, it consists of 7 important principles: systematic thinking, self-knowledge, common vision, and having a mindset. Team Learning The study found that organizational structure, organizational atmosphere, common vision building, and technology were positively correlated with the learning organization of the educational institution affiliated to the Chaiyaphum Primary Education Area Office, District 1 at the level of .01.

Suan Sunanda Rajabhat University is an educational institution that is ranked No. 1 among Rajabhat Universities nationwide, and the obligations of Suan Sunanda Rajabhat University are determined by the Rajabhat University Act B.E. 2547 (2004). Therefore, executives and personnel should be knowledgeable. Competencies and skills necessary to develop the university successfully. In addition, the university's learning organization will be an important strategy and create clarity for the personnel of Suan Sunanda Rajabhat University to recognize and focus on self-development to build their own knowledge and the organization to participate in the development and drive the university in the future. Therefore, the researcher is interested in studying the predictive factors of becoming a learning organization. Suan Sunanda Rajabhat University to provide empirical data that the university's administrators and related parties can use in making decisions to develop Suan Sunanda Rajabhat University into a learning organization.

## LITERATURE REVIEW

### Becoming a Learning Organization

Learning organization is an organizational management concept that allows organizations to operate in an ever-changing environment. The learning organization is born from a group of personnel in the organization who are constantly learning until it becomes an organizational culture. Everyone strives to improve and develop their professional skills, and the management provides personnel with opportunities to enhance their professional potential (Dawood et al., 2015). Personnel participation to achieve the set goals. Knowledge Accumulation Fund Organization to Gain an Advantage Over Competitors It allows organizations to effectively take advantage of changes in the environment (Klak, 2021).

Elements of the Organization of Learning, Senge (1990) stated. To build or develop an organization into a learning organization. The organization must create the fifth discipline so that personnel adhere to it seriously and continuously throughout the organization. The following are (1) Personal mastery, (2) Mental models, (3) Shared vision, (4) Learning together as a team. and (5) System thinking, which is the overall thinking, which is the ability to think in a logical way until the relationship between small parts within the organization.

The five elements of learning organization concepts by Senge (1990) are used as concepts in the study of learning organizations in educational institutions. Panagiotopoulos, Zogopoulos & Karanikol (2018) found that the five principles of Senge's learning organization can be applied to evaluate the learning organization of educational institutions. Riswandi et al. (2020) found that Senge's five concepts of being a learning organization can be used as a model for education management and improve primary schools to be more effective in terms of inputs. and Park (2008) found that the theoretical concepts of learning organizations and related concepts developed based on Western culture. It can be applied to the context of schools in South Korea.

### Transformational Leadership

Bass & Avolio's Theory of Transformational Leadership (1994) Transformational leadership is the process by which a leader influences his colleagues or followers through four specific behavioral elements, also known as the "Four L's": (1) idealized influence (II), (2) inspiration motivation (IM), (3) intellectual stimulation (IS), and (4) individualized consideration (IC). moreover Teng & Hassan (2015) found that most of the change leadership behaviors are important and have a positive impact on learning organizations .

Transformational leadership also influences or affects the learning organization of educational institutions. Nishanan Chalermtrakul (2024) study found that the leadership of management changes that affect The learning organization of the educational institution is statistically significant at the level of 0.01, in descending order of influence. As follows: Consideration of individuality, intellectual stimulation, and ideological influence. Athiwat Senathap, Thirawut Thadatantichok and Pichayapa The study found that the transformational leadership of executives includes intellectual stimulation, individuality, and motivation. It affects the learning organization of the educational institution. Şahin & Bilir (2024) study found that change leadership and cultural values in personnel affect the formation of learning organizations

in higher education institutions Firmansyah et al. (2022) study found that change leadership and knowledge management as independent variables influencing the learning organization of vocational schools .

## Organizational Culture

The concept of organizational culture is related to various dimensions of culture. Society and organization focus on isolated attributes related to structures that are separate from social culture. (Barinaga & Karreman, 2013) Organizational culture is a mixture of values, beliefs, and explanations of the behavior of members of an organization. A variety of assumptions and values have led to different levels of organizational culture. Attracting or motivating people in an organization with an organizational culture consisting of norms, values, and beliefs has a significant impact on the achievement of profit and sustainability of the organization (Robbins & Sanghi, 2007).

Organizational culture is important for a business organization, and organizational culture is also an important factor that plays a role in becoming a learning organization. Akin Aksu & Ozdemir (2005) found that the culture of participation in teamwork and communication between personnel Singh (2010) stated that organizational culture is related to learning organizations in Indian business organizations. For Varya Rattandilk Na Phuket, Nopparat Chairuangs, and Maliwan Yotharak (2020), the study found that organizational culture consists of a culture of participation, a culture of unity, and a culture of unity. Adaptability Culture and Mission Culture can jointly predict the learning organization of educational institutions affiliated to Nakhon Si Thammarat Municipality 83.50 % Vassana Siriamnuay, Pichayapa The study found that the ad hoc organizational culture, the organizational culture that emphasizes the chain of command. Family organizational culture and marketing-oriented organizational culture. It affects the learning organization of the educational institution by being able to predict together. The study found that the outstanding organizational culture of Bhutanese colleges consists of continuous learning. Inquiries and Conversations Team Learning It can predict the learning organization of Bhutan College. 25.72 %

## Knowledge Management

The knowledge that is born in the personnel if it is not passed on to others will cause a lot of loss. Most organizations lose their knowledge along with personnel resigning or retiring from the government. Therefore, knowledge management is important for organizations. The knowledge management process consists of 6 steps. (Wibowo et al., 2018) (1) knowledge creation and generation, (2) knowledge capture, (3) knowledge organization, (4) knowledge storage, (5) In addition, Raudeliuniene, Davidaviciene & Jakubavicius (2018) reviewed the literature that scholars have studied, analyzed, and presented a model of the knowledge management process, consisting of 5 important steps: (1) knowledge acquisition, (2) knowledge sharing, (3) knowledge development, (4) knowledge preservation, and (5) knowledge application. It consists of (1) knowledge acquisition, (2) knowledge creation, (3) knowledge sharing, and (4) Lodhi & Jadoon (2022) studied knowledge management and processes to increase innovation of information projects in developing countries. Knowledge codification and knowledge application

Knowledge management is an important factor of an organization. Scholars study the connection between knowledge management and becoming a learning organization. Chinowsky & Carrillo (2007) stated that in the 21st century, organizations must implement knowledge management in their organizations before they have the ability to transform into learning organizations . For Djamarudin, Madhakomala, Tunas (2022), the study found that knowledge management has a significant direct positive impact on learning organizations. The results of the study confirm that knowledge management and learning of the organization is an important factor in increasing the competitive advantage of the organization.

Knowledge management is one of the factors that influences or is related to the learning organization of educational institutions as well. Al Ahmar, Rofiqb & Hadiwidjojo (2014) found that there was a significant positive relationship between knowledge management and the learning organization of Brawijaya University. Indonesia For Rahman, Dzunur'aini & Nur'aini (2022), a literature review study found that knowledge management is an effort to develop learning organizations in Islamic educational institutions. Based on the importance of knowledge management for the development of human resources in Islamic educational institutions, and Ekobelawati, Setyadi & Hendri (2019) study, it was found that knowledge management in schools in Pontianak It has a significant positive impact on the school learning organization in the Indonesian city of Pontianak.

## Objectives

1. To study the level of change leadership, organizational culture, knowledge management, and being a learning organization. Suan Sunanda Rajabhat University
2. To study the relationship between transformational leadership, organizational culture, and knowledge management and becoming a learning organization. Suan Sunanda Rajabhat University
3. To create a predictive equation for becoming a learning organization. Suan Sunanda Rajabhat University

## Hypotheses

1. Change leadership, organizational culture, knowledge management, and being an organization of learn Suan Sunanda Rajabhat University is at a high level.

2. Change leadership, organizational culture, and knowledge management are positively correlated with Becoming a Learning Organization, Suan Sunanda Rajabhat University
3. Transformational leadership, culture, and knowledge management can jointly predict the development of Learning Organization, Suan Sunanda Rajabhat University

## METHODOLOGY

### Population and Sample

The population is the personnel of Suan Sunanda Rajabhat University. 712 academic staff and support staff. 818 people in total 1,530 people

The sample group was academic personnel and support personnel of Suan Sunanda Rajabhat University. The sample size was calculated according to Taro Yamane's formula with an acceptable tolerance of .05 for a sample of 318 people.

### Research Tools

The tool used in the research is 1 questionnaire divided into 3 parts. As follows: (1) The questionnaire consisted of gender, age, education level, field of practice, and work experience, a total of 5 questions, 2-6 multiple-choice questions, (2) Part 2: Questionnaire of the respondents' opinions on leadership, change, organizational culture, knowledge management, and knowledge. The nature of the questions is estimated at 5 levels, with a total of 48 questions, and (3) the questionnaire on becoming a learning organization. Suan Sunanda Rajabhat University Approximate question characteristics at 5 levels, total 20 questions.

Determining the quality of the tool by (1) determining the content accuracy by measuring the index of item objective congruence (IOC) between 0.60-1.00 and (2) measuring the reliability by determining Cronbach's Alpha Coefficiency. The confidence value of the whole test is 0.925.

### Data Collection

The researcher collected data from the sample through Google Forms until 318 documents.

### Data Analysis

Analyze data using ready-made computer programs. (1) Analyze the level of change leadership factors. (2) Analyze the relationship between predictive factors and threshold factors. By finding the Pearson correlation coefficient. Pearson's Product Moment Correlation Coefficient was determined to be statistically significant at the level of .05 and (3) Stepwise multiple regression analysis was used to determine factors that can jointly predict learning organization. Suan Sunanda Rajabhat University

## RESULTS

1. Levels of Transformational Leadership, Organizational Culture, Knowledge Management, and Organizationality of learning, Suan Sunanda Rajabhat University, found that the overall level was very high in all factors. In order of leadership, change is the highest average value in the first place, followed by organizational culture, knowledge management, and learning organization

**Table 1** Average Standard Deviation Interpretation Opinion Order, Leadership Factors, Organizational Culture Change, Knowledge Management, and Learning Organization Suan Sunanda Rajabhat University

(n =318)

Factor	$\bar{x}$	S.D.	Interpretation	number
Transformational Leadership	3.88	.47	มาก	1
Organizational Culture	3.84	.44	มาก	2
Knowledge Management	3.83	.44	มาก	3
Becoming a learning organization, Suan Sunandha Rajabhat University	3.75	.52	มาก	4

The relationship between change leadership, organizational culture, and knowledge management and Suan Sunanda Rajabhat University found that the predictive variables include change leadership, organizational culture, and knowledge management. There is a positive correlation with the criterion variable, namely being a learning organization, Suan Sunanda Rajabhat University has a statistically significant value of .01 with a correlation coefficient (r) of .436, .565, and .729, respectively, according to the second hypothesis presented in Table 2.

**Table 2** Correlation coefficients between forecast variables and between each forecast variable and the criterion variable are shown as a correlation matrix.

Variable	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	Y
Transformational Leadership (X <sub>1</sub> )	1.000			
Organizational Culture (X <sub>2</sub> )	.728**	1.000		
Knowledge Management (X <sub>3</sub> )	.562**	.676**	1.000	
Becoming a Learning Organization (Y)	.436**	.565**	.729**	1.000

\*\*  $p < .01$

Equation for Predicting Becoming a Learning Organization Suan Sunanda Rajabhat University found that knowledge management factors and organizational culture can jointly predict becoming a learning organization. Suan Sunanda Rajabhat University The single knowledge management can explain the variability of the variable of being a learning organization by 53.1% ( $R^2 = .531$ ,  $p < .001$ ). It was found that the ability to predict increased statistically significantly. ( $R^2$  change = .010,  $p = .010$ ), making it possible to explain the predictability of 54.1 percent ( $R^2 = .541$ ,  $p < .001$ ). 3. Because leadership change cannot predict becoming a learning organization. Suan Sunanda Rajabhat University Presented according to Table 3.

**Table 3** shows the results of the hierarchical multiple regression analysis.

Variable	R	R <sup>2</sup>	Adjust R <sup>2</sup>	SEE	R <sup>2</sup> change	F	p-value
Knowledge Management	.729	.531	.529	.32119	.531	357.405	.000
Knowledge Management and Organizational Culture	.735	.541	.538	.31830	.010	6.754	.010

\*\* $p < .01$ , \* $p < .05$

It was found that the constant of the regression equation was 0.644, with the regression coefficients in the form of raw scores of 0.673 and 0.142 respectively, which was statistically significant at the level of 0.05 (Sig. < 0.05) and the VIF index value was below 10, indicating that there was no problem of multiple correlation. Multicollinearity is presented in Table 4.

**Table 4** Regression coefficients of forecasters in the form of raw scores (b) and benchmark scores (Beta) Multiplier correlation value and predictive power value of being a learning organization (Y)

Variable	B	SEE	Beta	t	p-value	Tolerance	VIF
Constant	0.664	0.170	-	3.796	.000	-	-
Knowledge Management (X <sub>3</sub> )	0.673	0.055	0.638	12.305	.000	.543	1.840
Organizational Culture (X <sub>2</sub> )	0.142	0.055	0.135	2.599	.010	.543	1.840

\*\*  $p < .01$

Both of the prediction variables can predict the organization of learning significantly at the level of .01 with a multiple correlation coefficient (R) of .735 and a predictive power value (R<sup>2</sup>). Suan Sunandha Rajabhat University as follows:

### Forecast equation in the form of raw score

$$\hat{Y} = 0.644 + 0.673(X_1) + 0.143(X_2)$$

Forecast equation in the form of a standard score

$$Z = 0.638(Z_1) + 0.135(Z_2)$$

## DISCUSSION

1. Transformational leadership, organizational culture, knowledge management, and being a learning organization. Suan Sunandha Rajabhat University The average score is at a high level in all 4 factors, according to hypothesis 1. as follows
  - a. **Transformational Leadership** The average score is the 1st highest level Therefore, change is important to promote and develop the organization to be able to adapt to competition. In line with Teng & Hassan (2015), a study found that transformational leadership behavior is important for becoming a learning organization. Positive impact Masbirorotni et al. (2022) found that the transformative leadership of school directors influences the learning organizationality of vocational schools, and

Ardianto et al. (2023) found that teachers' transformative leadership has a significant positive influence on the learning organizationality of Buddhist private junior high schools in Banten Province.

- b. **Organizational culture** has the second highest average score. Harmony, shared values and decision-making principles. Participation in work Helping each other to achieve the same goal (Nunyang Technological University, 2020) A strong organizational culture affects school performance. It shows the positive and important relationship of the school's organizational culture (González Cardona et al., 2023). sincerity The ethics of learning, the habit of solving problems rationally, etc., are also related to management. Use of resources to achieve productive results It plays an important role in increasing school performance (Norman, Paramansyah & Abdan, 2022).
- c. **Knowledge Management** It was discussed that educational institutions where personnel know, learn, develop themselves, and create new knowledge continuously, are in line with higher education institutions that recognize valuable wisdom and its important role in society. Knowledge management in the education sector promotes higher education and is a rich source of knowledge. Therefore, knowledge management is important for educational institutions and society (Saeed et al., 2023). Knowledge acquisition, knowledge sharing, knowledge application, IT infrastructure, and human knowledge management. Knowledge management, if used effectively, will have a positive impact on the operation and growth of the State University of Science and Technology, Enugu, Nigeria (Adaeze, Gloria & Abel, 2020).
- d. **Becoming a Learning Organization** The average score is at the last level. In line with Qurtubi (2011), the study found that educational institutions that are learning organizations have a systematic work process. Effective communication channels. Personnel have personal expertise. Putting systems thinking into practice Learning, trust, and commitment, Antalová, Fodranová & Labudová (2022) stated. Riswandi et al. (2020) found that learning organizations are important for school development. From the education management model that can improve the effectiveness of schools. Therefore, being a learning organization is important for the education system of educational institutions.

2. Transformational Leadership, Organizational Culture, and Knowledge Management There is a positive relationship with being a learning organization. Suan Sunanda Rajabhat University. There is statistical significance at the level of .01 according to Hypothesis 2. as follows

- a. Transformational leadership has a positive relationship with being a learning organization. Suan Sunanda Rajabhat University is statistically significant at the level of .01 with a correlation coefficient ( $r$ ) of .436. Under the presence of well-rounded personnel, systems thinking, and personal expertise. Shared Vision Learning and Teamwork. In line with Nguyen (2024), the study found that change leadership has a positive relationship with learning organizations and creative behaviors of nurses. Similar to Nguyen & Vu (2023), the study found that transformational leadership is associated with being an organization of learning and promoting the creativity of personnel of Vietnam's small and medium-sized enterprises. It is related to the creation of a learning organization of higher education institutions.
- b. Organizational culture has a positive relationship with being a learning organization. Suan Sunanda Rajabhat University is statistically significant at the level of .01 with a correlation coefficient ( $r$ ) of .565. Concepts and values of executives and personnel in the organization that represent the vision, philosophy, or strategy that will lead the organization to success. Singh (2010) stated that organizational culture is related to learning organizations in Indian business organizations, similar to Varaya Rattandilk in Phuket, Nopparat Chairuang, and Maliwan Yotharak (2020). The study found that there was a very high level of positive correlation with statistical significance at the level of .01 between organizational culture and the organization of learning of the administrators of educational institutions affiliated to the Nakhon Si Thammarat Municipality. and Chaudhuri, Drakpa & Zangmo (2022) found that organizational culture was statistically significantly correlated at the .01 level with the learning organization of colleges in Phuthan.
- c. Knowledge management has a positive relationship with being a learning organization. Suan Sunanda Rajabhat is statistically significant at the level of .01 with a correlation coefficient ( $r$ ) of .729. To be able to apply knowledge effectively. In line with Al Ahmar, Rofiqb & Hadiwidjojo (2014), a study found that there was a significant positive relationship between knowledge management and the learning organization of the University of Bravijaya. In line with Djamarudin, Madhakomala & Tunas (2022), the study found that knowledge management has a significant positive correlation with the learning organization of personnel in the port and maritime industry, and Jamalzadeh (2012) study found that the knowledge management component has a significant positive relationship with the learning organization of faculty from the Islamic Assad University. Iran's Shiraz Branch

3. Knowledge management and organizational culture can jointly predict becoming a learning organization. Suan Sunanda Rajabhat University found that knowledge management is the first factor that explains being a learning organization.

53.10% of respondents were able to discuss that when Suan Sunanda Rajabhat University has knowledge management within the organization, as a result, the university is a knowledge organization, administrators and personnel are learning, can make the most of knowledge, and lead to becoming a learning organization. Knowledge management and organizational learning are important factors in increasing the competitive advantage of personnel, in line with Buheji et al. (2014). In addition, Al Ahmar, Rofiqb & Hadiwidjojo (2014) found that knowledge management influences the learning organization of Brawijaya University. Indonesia

When adding the organizational culture variable to the equation, It can increase the power to predict becoming a learning organization. Suan Sunanda Rajabhat University Discussion that Suan Sunanda Rajabhat University is a large higher education institution established and has a long history, so it has its own clear organizational culture. Therefore, organizational culture has the power to predict becoming a learning organization. Suan Sunanta Noi Rajabhat University is different from the study of Vassana Siriamnuay, Pichayapa, and Thirawut Thadatantichok (2022). The study found that organizational culture affects the learning organization of educational institutions affiliated to the Nakhon Pathom Primary Education Area Office, District 1, with a statistically significant prediction rate of 74.10 percent at the level of .01, similar to Boon Chuan Siriket (2017), which found that organizational culture affects the organization of learning with 63.90 percent predictive power. Organizational culture factors and working environment factors 77.30% of the respondents were able to jointly predict the formation of a learning organization of educational institutions affiliated to the Lampang Primary Education Area Office District 2.

## CONCLUSION

Research on Predictive Factors of Learning Organization. Suan Sunanda Rajabhat University to answer the three research objectives as follows:

- (1) Transformational leadership, organizational culture, knowledge management, and learning organization. Suan Sunanda Rajabhat University. The average score was very high in all 4 factors, according to hypothesis 1
- (2): change leadership, organizational culture, and knowledge management. There is a positive relationship with being a learning organization. Suan Sunanda Rajabhat University has a correlation coefficient (r) of .436, .565, and .729, respectively, according to hypotheses 2
- (3). Suan Sunanda Rajabhat University has a significant level of .01 with a multiple correlation coefficient (R) of .735 and a predictive power value (R<sup>2</sup>) of 54.10 percent. Suan Sunanda Rajabhat University

## SUGGESTION

1. The results showed that the average overall level of learning organization was the 4th highest. Therefore, university administrators should have strategies or guidelines for developing personnel to have more mindsets, such as organizing training to raise awareness of having a mindset. Encourage personnel to reflect on their ideas. Feelings and exchanges between colleagues
2. Organizational culture has the second power to predict, and can only predict 1.00 percent. Support and encourage executives to be role models for good role models. Focus on personnel to participate in determining values and organizational culture.
3. Transformational leadership cannot predict becoming a learning organization. Suan Sunanda Rajabhat University may study other organizational leadership variables in the future to clarify what kind of organizational leadership influences becoming a learning organization. Suan Sunanda Rajabhat University

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