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**ORGANIZATIONAL CHANGE  
MANAGEMENT: LEADERSHIP  
PARADIGMS AFFECTING  
SUSTAINABILITY ORGANIZATION  
MANAGEMENT OF LOCAL  
ADMINISTRATIVE ORGANIZATION,  
THAILAND**

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**Abstract**

Change management as represents the practice of systematic change, structure, technology, and culture of organizational leaders with a leadership paradigm towards sustainability organization management and achieving organizational goals. This highlights to analyze organizational change management within leadership paradigms affecting sustainability organization management of local administrative organization, Thailand. Mixed method research on qualitative study to collections is synthesizing documentary, and in-depth interviews questionnaire, quantitative study to survey by questionnaire. Organizational change management within leadership paradigms include leadership of change and visionary, risk taking and idealistic influence, inspirational and intellectual stimulation, individuality, participation base management, and creating organization culture. CFA to associate leadership paradigms to consistent with empirical data of significant. Guidelines to organizational change management within leadership paradigms of integrated organizational, strategic management, human resource development, developing information technology for modern services, linking the operational network into the future to sustainability organization management.

**Keywords:-** Organizational change management, leadership paradigms, sustainability organization management, local administrative organization.

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## 1. Introduction

Thailand's 20<sup>th</sup> year National Strategic Framework focuses on strengthening security and developing to meet needs based on an understanding, access, and development approach based on the philosophy of sufficiency economy as well as sector management state, environment rehabilitation, fairness mechanisms, inequality reduction in all dimensions, decentralization and capacity building by integrating cooperation, supporting the implementation of unity in line with the direction of development [1]. In globalization era under to an intense competition and a result as many economy, social, political, culture, and organization, especially, local government to attach a importance to the processes of a developing human resource competence, building the professionalism and leadership of the personnel along with organization development for adaption and flexibility that is appropriate to situation [2]. Local government of new government management trends and organizational change management under the 21<sup>st</sup> century for modernization of the organizational management system, mission-driven organization creation and management,

flexible decentralization, inter-agency the networking, improvement and develop an efficient management system, and able to respond to the needs of the people as public service recipients in a more comprehensive, convenient and faster manner of local administrative organization to be more in line with that spatial context, and when a new influential force arises, it will result in a paradigm shift and valuing the organization in a deeper perspective [3], creating competence and competitive advantage through new growth engines such as productive growth engine, inclusive growth engine, and green growth engine, which is finding new driving mechanisms to create stability, wealth, sustainability. Organization management strategic goals to the quality development and efficiency, management as the opportunities according the participation to supported into sustainability organization management [4]. The 21<sup>st</sup> century changes, the differences between the concepts in the 20<sup>th</sup> century and the 21<sup>st</sup> century to differentia in Organizational change management of human resource, work, technology, leadership, and goal [5] were followed:

**Table 1.** Differences between the concepts in the 20<sup>th</sup> century and the 21<sup>st</sup> century.

<b>“Key” Concept.</b>	<b>The 20<sup>th</sup> Century.</b>	<b>The 21<sup>st</sup> Century.</b>
<b>Human Resource</b>	Is an expense that must be directed and controlled.	Is an asset worth preserving and developing.
<b>The Works</b>	Is modular where different personnel perform their own tasks.	Knowledge based on collaboration, emphasis on teamwork.
<b>Technology.</b>	Designed to control operations, and reduce human error.	Integrating technology with social and organizational systems to achieve work on system based on the management of access to new knowledge.
<b>Leadership.</b>	Senior management and technical expertise.	Leadership to exist at all levels of organizations, including the societies and communities.
<b>Goals.</b>	Focusing on yield.	Focusing on creating the value for stakeholders, organizational goals are important.

Organizational change management in the 21<sup>st</sup> century changes from setting organizational vision to success, objectives and guidelines for managing change clearly. However, human resource development that facilitates personnel

in the organization can go through times of change, adjust to a new normal to sustainability organization management. [6] So, organizational change management of leadership that corresponds to the 21<sup>st</sup> century

in an important perspective of a systematic view from management that arises from considerations of demand and supply sides, including opportunities in systems that connect organizational management that focuses on achievement comprehensive [7]. A shift in focus from a supply-side focus to a demand-side focus to meet the needs of personnel and people served, motivating the basics necessary for learning and management, organizational potential development, and effective direction setting, and policy objectives in the organizational goals through management processes and competency development for personnel who operate as high-performance personnel. [8] Organizational change management, whereby organizational leaders must plan intelligent strategies, formulate creative strategies to guide the organization to outperform the competition, and to achieve the desired goals. Organization leaders with a paradigm to the goodness organization management of efficiency. Leader's in organization need to use leadership in determining the direction as organization's progress [9]. Leadership qualities to the compass for a targeting of the quality organization development, and the personnel development to be able the step in a changing world. Leadership as the processes and abilities of the leaders on influence the personnel a working successfully.

Leadership paradigms in organization management of a having visionary and keeping up with the changes of organization management towards the future. Value creation and human resource development to have highest competencies and innovation development, risk management of knowledge sharing, organization culture, and teamwork [10]. From a building the knowledge and understanding in the personnel to adaptation and operation to achieve the objectives and goals. This highlights to analyze organizational change management within leadership paradigms affecting sustainability organization management of local administrative organization. CFA to associate leadership paradigms affecting sustainability organization management of local administrative organization. Guidelines to organizational change management to sustainability organization management of local administrative organization, Thailand.

## **2. Conceptual Frameworks**

### **2.1 Significant the Leadership Paradigms to Sustainability Organization Management.**

The organization leaders to have leadership effective paradigms act as key cogs and compasses in setting goals and developing the organization to sustainability. The leaders a leading the organizations of imperative to push itself to be a strategic-based organization, driven by strategy in orders to become a high performance organization [11]. Corporate organizational management of the leaders to be broad-minded, have leadership qualities, have the ability to think, make decisions and changing, need to recognize the importance of broad participation, ability to manage, coordinate benefits with all parties for the benefit of the organization is important [12]. Leadership therefore becomes less important and leads to the search for effective leadership which result from the behavior of the leader himself, behavioral leadership and leadership developed further concepts to the mention of effective leadership behavior will change according to the situation [13]. Leadership paradigms to need for consistency and relationship with responsibility, leadership in academia, facilitation, consultation and coordination for all sectors to working together to achieve key achievement goals including visionary, risk taking and idealistic influence, inspirational, individuality, creating organization culture [14]. The process of defining direction, making choices and putting it into action, also, a achieving organizational objectives is not a matter of luck, but is the result of monitoring internal and external changes in the organization, anticipating the long-term future of the organization, and developing a strategy to achieve it towards a desirable future [15]. Management challenge in the organization that is conducive to full use of resources, and creating morale for talented personnel and teamwork is an important tool in driving the goal, creating organizational culture [16]. By leadership paradigms to related to the influence of the leaders on the followers and leading the organization to the important goals to create a strong competitive advantage such as leadership of change, visionary leadership, risk taking, idealistic influence, inspirational and intellectual stimulation [17]. That influence empowers followers to become leaders and those who transform agencies in the process of

sustainability organization management [18]. This study the organizational change management within leadership paradigms among the 6<sup>th</sup> observed variables of leadership of change and visionary, risk taking, idealistic influence, inspirational and intellectual stimulation, individuality and participation base management, creating organization culture affecting sustainability organization management of local administrative organization, Thailand into management paradigm that changes the way of working and operating with a focus on results-oriented management, efficient use of human resources, the use of information technology, building an organizational culture in management. Strategies to meet the needs of the service recipients, the ability of the organization's leaders to be used to achieve the goals of the organization to effectiveness.

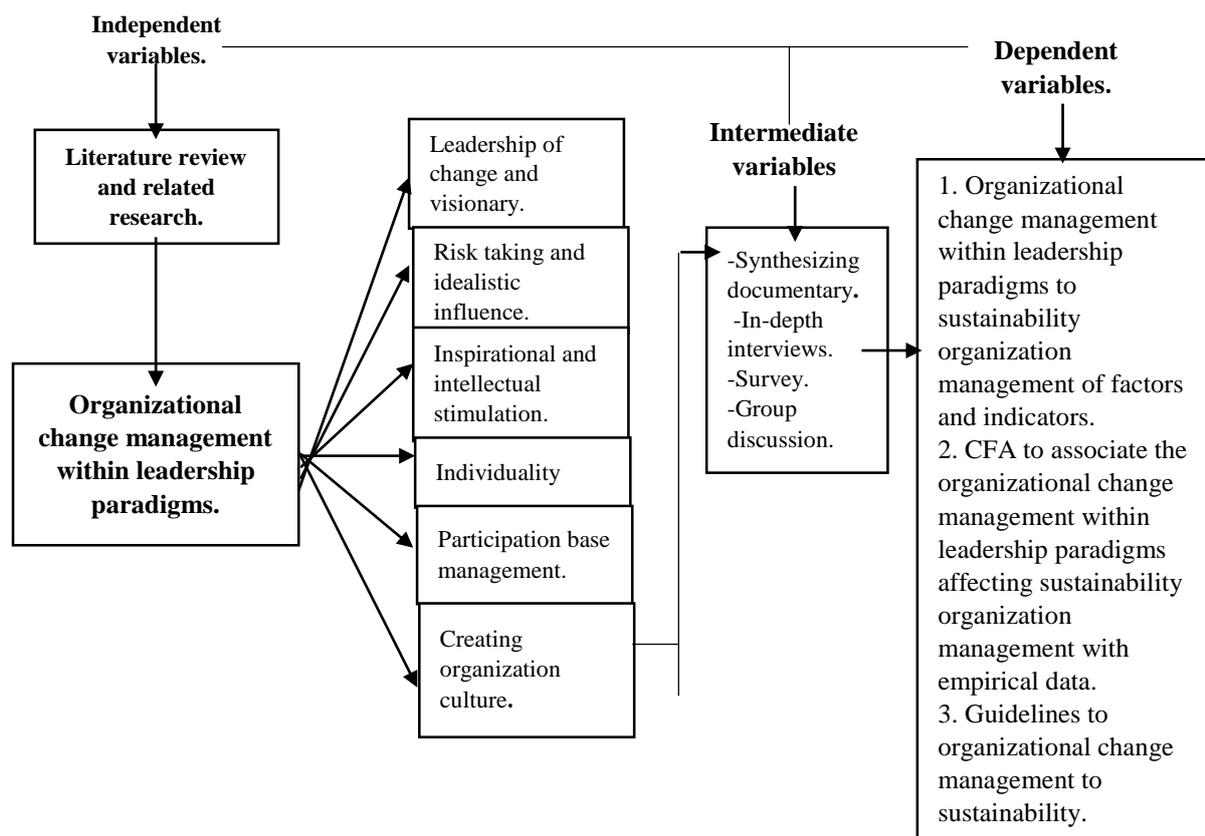
## **2.2 Challenges to Organizational Change Management to Sustainability Organization Management.**

Strategic organizational change management in the 21<sup>st</sup> century era as organization management process consisting of the objectives setting, planning, organization, policy formulation, management and control are important, and are the key to sustainable organizational development, promotion and facilitation, systematic management and operates systematically. A setting goals for developing strategic organizational change management in the 21<sup>st</sup> century that focuses on the performance of the organization with quality, and developing personnel to be able to step into the world of change effectively from the organization's vision, planning, implementing action plans, and evaluating. [19] Organizational change management in the 21<sup>st</sup> century era by management of organizational leaders to achieve the set goals requires dedication and energy, creativity, leadership, good governance in management, morale which is the heart of management to achieve the goals

set [20]. Therefore, the strategic organizational change management in the 21<sup>st</sup> century era of leadership is organizational strategy formulation, planning and co-management of planners, supervisors, operators in planning, and implementation. Strategies for implementing the plan in order to achieve the results specified in the plan, along with assigning personnel to take action, good governance, support, monitoring operations, decision making for improvement solutions to develop work for efficiency [21]. Process and duties in organizational and human resource management include of planning is the setting of goals and objectives, the development of master plans and strategies for implementation, organization of human resource management, financial and organizational resource management. to work toward the goals [22]. Challenges to strategic organizational change management in 21<sup>st</sup> century era of adding value to organizations and personnel [23]. A being able to keep pace with change, e.g., a mobilizing and sharing the same commitment, identifying problems and approaches address problems, creating a shared vision of organizational management to strengthen, identifying leaders and practitioners with competence and competence of knowledge and skills, motivating action, and creative power leading to the goal of success, monitoring and evaluating the adjustment of strategies in response to change. This study the guidelines to organizational change management to sustainability organization management of local administrative organization of integrated organizational, strategic management, human resource development, developing information technology for modern services, linking the operational network into the future.

## **2.3 Research Frameworks.**

This research frameworks of independent variables, intermediate variables, and dependent variables to shown as figure 1.



**Fig.1:** Research frameworks of organizational change management within leadership paradigms affecting sustainability organization management of local administrative organization, Thailand.

### 3. Materials & Methods

A mixed method research on qualitative study to documentary via participatory action learning by groups discussion and in- depth interviews under analysis to multi-contextual and cultural perspectives in order to make the study complete and able to explain as results generalization, on quantitative study to survey in the comments on able to provide description-depth research results according to the conceptual framework of research methods.

3.1 Participants were local administrative organizations throughout provincial and municipal administrative organizations in Chiang Rai Province, Thailand. The key informants including president and vice presidents on the provincial administrative organization, mayor and deputy mayors municipal administrative organization, and staffs working in various departments total of 30 key informants, they all were by purposive sampling and focus groups. The samples to survey in the comments including president and

vice presidents on the provincial administrative organization, mayor and deputy mayors municipal administrative organization, staffs working in various departments, and general public total of 450 samples, they all were by multi- stage random sampling.

3.2 Research tools such as, 1) an interview questionnaire on factors to organizational change management within leadership paradigms to structured type with open-ended interview have to item of objective congruence of 1.00, 2) the questionnaire on organizational change management within leadership paradigms affecting sustainability organization management in five rating scales semi-structured type to divided into 3 parts; (1) general information of respondents, (2) the questions, (3) additional open-ended suggestions have to confidence of the whole questionnaire of 0.89, 3) an interview questionnaire on guidelines to organizational change management to sustainability

organization management have to item of objective congruence of 1.00, respectively.

3.3 Collections method to the collections in this study. First to the synthesizing documentary to yield fundamental information in leadership paradigms and develop conceptual frameworks that organizes the correlation of factors, and to participatory action learning and in- depth interviews by interview questionnaire on factors to organizational change management within leadership paradigms under analysis to multi-contextual and cultural perspectives with 30 key informants to get deep and broad information to data obtained from documentary studies and interviews are used to synthesize about of organizational change management within leadership paradigms to sustainability organization management of factors and indicators. Second to survey by the questionnaire on organizational change management within leadership paradigms affecting sustainability organization management with 450 samples to compiled according to the sample number towards CFA to associated of organizational change management within leadership paradigms affecting sustainability organization management with empirical data. Third to participatory action learning by groups discussion and in- depth interviews by interview questionnaire on guidelines to organizational change management to sustainability organization management under analysis to multi-contextual and cultural perspectives with 30 key informants to get deep and broad information to data obtained from participatory action learning and interviews are used to synthesize about of guidelines to organizational change management to sustainability organization management of factors and indicators into the data.

3.4 Inquiry method on organizational change management within leadership paradigms to sustainability organization management of factors and indicators, and guidelines to organizational change management to sustainability organization management of factors and indicators are qualitative studies to analyzed by using three main stages, i.e., data reduction, data organization, data interpretation to conclusion. Also, CFA to associated of organizational change management within leadership paradigms affecting sustainability organization management with empirical data

is quantitative study to analyzed by descriptive statistical analysis including mean, standard deviation, and confirmatory factor analysis (CFA.) by LISREL program into data analysis.

## **4. Results & Discussion**

### **4.1 Research Results.**

The results to organizational change management within leadership paradigms to sustainability organization management. CFA to associated of organizational change management within leadership paradigms affecting sustainability organization management. Guidelines to organizational change management to sustainability organization management were followed:

#### **4.1.1 Results to organizational change management within leadership paradigms to sustainability organization management.**

The organizational change management within leadership paradigms to sustainability organization management of 6<sup>th</sup> factors such as, 1) leadership of change and visionary into paradigm- shift to creativity and confidence, proactive thinking, and future-oriented a working, creating the vision according to directions and goals the organization to clearly, human resource development of organization to have highest performance, 2) risk taking and idealistic influence on enterprise risk management to proactive, and the operating systematic operational strategies, having the vision of managerial competence based on morality and ethicality principles, 3) inspirational and intellectual stimulation to exemplary behaviors of building the personnel's trust, and confidence in their leaders, intellectual stimulation to the personnel to be awareness of the problems to find a new ways in problems solving, 4) individuality as ongoing care for the personnel, and understanding the differences between the personnel, complies with the rules of the organization, have to ethical management and adhere to the principles of accuracy, 5) participation base management to coordination and connection in the form of alliance networks, efficient participation of all personnel in the implementation and achievement of desired goals, achievable focus on joint decision-

making and development planning, co-determination of appropriate policies, 6) creating organization culture of maintaining corporate culture to personnel recognizes the

importance of good corporate culture, operates based on good corporate culture, communicating values within the organization. In all factors of indicators to shown as table 2.

**Table 2.** Factors and indicators of organizational change management within leadership paradigms to sustainability organization management.

<b>Factors</b>	<b>Indicators</b>
<b>1. Leadership of change and visionary.</b>	1.1 Paradigm- shift to creativity and confidence, proactive thinking, and future-oriented a working. 1.2 Creating the vision according to directions and goals the organization to clearly. 1.3 Human resource development of organization to have highest performance.
<b>2. Risk taking and idealistic influence.</b>	2.1 Enterprise risk management to proactive, and the operating systematic operational strategies. 2.2 Having the vision of managerial competence based on morality and ethicality principles.
<b>3. Inspirational and intellectual stimulation.</b>	3.1 Exemplary behaviors of building the personnel's trust, and confidence in their leaders. 3.2 Intellectual stimulation to the personnel to be awareness of the problems to find a new ways in problems solving.
<b>4. Individuality.</b>	4.1 Ongoing care for the personnel, and understanding the differences between the personnel. 4.2 Complies with the rules of the organization, have to ethical management and adhere to the principles of accuracy.
<b>5. Participation base management.</b>	5.1 Coordination and connection in the form of alliance networks. 5.2 Efficient participation of all personnel in implementation, achievement of desired goals. 5.3 Achievable focus on joint decision-making and development planning, co-determination of appropriate policies.
<b>6. Creating organization culture</b>	6.1 Maintaining corporate culture to personnel recognizes the importance of good corporate culture. 6.2 Operates based on good corporate culture. 6.3 Communicating values within organization.

**4.1.2 Results to CFA to associated of organizational change management within leadership paradigms affecting sustainability organization management.**

CFA to associated of organizational change management within leadership paradigms affecting sustainability organization management.

**Note.**

- Leadership of Change and Visionary (LCV). Paradigm- shift to creativity and confidence, proactive thinking, and future-oriented a working (LCV<sub>1</sub>). Creating the vision according to directions and goals the organization to clearly (LCV<sub>2</sub>). Human resource development of organization to have highest performance (LCV<sub>3</sub>).

- Risk taking and Idealistic Influence (RII). Enterprise risk management to proactive, and the operating systematic operational strategies (RII<sub>1</sub>). Having the vision of managerial competence based on morality and ethicality principles (RII<sub>2</sub>).

- Inspirational and Intellectual Stimulation (IIS). Exemplary behaviors of building the personnel's trust, and confidence in their leaders (IIS<sub>1</sub>). Intellectual stimulation to the personnel to be awareness of the problems to find a new ways in problems solving (IIS<sub>2</sub>).

- Individuality (IND). Ongoing care for the personnel, and understanding the differences between the personnel (IND<sub>1</sub>). Complies with the rules of the organization, have to ethical management and adhere to the principles of accuracy (IND<sub>2</sub>).

- Participation base Management (PM). Coordination and connection in the form of alliance networks (PM<sub>1</sub>). Efficient participation of all personnel in the implementation and achievement of desired goals (PM<sub>2</sub>). Achievable focus on joint decision-making and development planning, co-determination of appropriate policies (PM<sub>3</sub>).

- Creating Organization Culture (COC). Maintaining corporate culture to personnel recognizes the importance of good corporate culture (COC<sub>1</sub>). Operates based on good corporate culture (COC<sub>2</sub>). Communicating values within the organization (COC<sub>3</sub>).

1) Levels to organizational change management within leadership paradigms affecting sustainability organization

management of observed variables including paradigm- shift to creativity and confidence, proactive thinking, and future-oriented a working (LCV<sub>1</sub>), creating the vision according to directions and goals the organization to clearly (LCV<sub>2</sub>), human resource development of organization to have highest performance (LCV<sub>3</sub>), enterprise risk management to proactive, and the operating systematic operational strategies (RII<sub>1</sub>), having the vision of managerial competence based on morality and ethicality principles (RII<sub>2</sub>), exemplary behaviors of building the personnel's trust, and confidence in their leaders (IIS<sub>1</sub>), intellectual stimulation to the personnel to be awareness of the problems to find a new ways in problems solving (IIS<sub>2</sub>), ongoing care for the personnel, and understanding the differences between the personnel (IND<sub>1</sub>), complies with the rules of the organization, have to ethical management and adhere to the principles of accuracy (IND<sub>2</sub>), coordination and connection in the form of alliance networks (PM<sub>1</sub>), efficient participation of all personnel in the implementation and achievement of desired goals (PM<sub>2</sub>), achievable focus on joint decision-making and development planning, co-determination of appropriate policies (PM<sub>3</sub>), maintaining corporate culture to personnel recognizes the importance of good corporate culture (COC<sub>1</sub>), operates based on good corporate culture (COC<sub>2</sub>), communicating values within the organization (COC<sub>3</sub>) at level of high levels (Mean of 4.22, Std. of 0.63). When considering the skewness value (Sk), it was found that every observed variable to the distribution of the data in a left skewed manner. (skewness has a negative value), indicating that, the observed variables to higher than the mean of all samples, while considering the kurtosis value (Ku), to found that most to observed variables to lower kurtosis than the normal curve (kurtosis has a negative value), indicating most of the elements have a relatively large distribution of information, except to observed variables to higher kurtosis than the normal curve (kurtosis is positive), indicating that most to relatively little distribution to shown as table 3.

**Table 3.** Mean, standard deviation, skewness (SK), kurtosis (Ku, rank, and performance levels to observed variables of organizational change management within leadership paradigms affecting sustainability organization management.

No.	Observed variables.	Performance levels.					
		Mean	Std.	Sk.	Ku.	Rank.	Levels
1.	Paradigm- shift to creativity and confidence, proactive thinking, and future-oriented a working. (LCV <sub>1</sub> )	4.30	0.57	-0.41	-0.30	1	High
2.	Creating the vision according to directions and goals the organization to clearly. (LCV <sub>2</sub> )	4.29	0.60	-0.52	-0.19	3	High
3.	Human resource development of organization to have highest performance. (LCV <sub>3</sub> )	4.24	0.60	-0.63	0.28	7	High
4.	Enterprise risk management to proactive, and the operating systematic operational strategies. (RII <sub>1</sub> )	4.25	0.62	-1.07	2.95	5	High
5.	Having the vision of managerial competence based on morality and ethicality principles (RII <sub>2</sub> )	4.25	0.60	-0.82	2.10	6	High
6.	Exemplary behaviors of building the personnel's trust, and confidence in their leaders (IIS <sub>1</sub> )	3.80	0.60	-0.63	4.34	15	High
7.	Intellectual stimulation to the personnel to be awareness of the problems to find a new ways in problems solving. (IIS <sub>2</sub> )	4.23	0.83	-0.67	-0.17	9	High
8.	Ongoing care for the personnel, and understanding the differences between the personnel. (IND <sub>1</sub> )	4.30	0.65	-0.66	0.30	2	High
9.	Complies with the rules of the organization, have to ethical management and adhere to the principles of accuracy. (IND <sub>2</sub> )	4.27	0.63	-1.11	2.79	4	High
10.	Coordination and connection in the form of alliance networks. (PM <sub>1</sub> )	4.24	0.61	-0.51	-0.18	8	High
11.	Efficient participation of all personnel in the implementation and achievement of desired goals. (PM <sub>2</sub> )	4.22	0.62	-0.53	0.17	11	High
12.	Achievable focus on joint decision-making and development planning, co-determination of appropriate policies. (PM <sub>3</sub> )	4.22	0.63	-0.77	1.15	12	High

13.	Maintaining corporate culture to personnel recognizes the importance of good corporate culture. (COC <sub>1</sub> )	4.22	0.64	-0.52	-0.37	13	High
14.	Operates based on good corporate culture. (COC <sub>2</sub> )	4.21	0.63	-0.56	-0.21	14	High
15.	Communicating values within the organization. (COC <sub>3</sub> )	4.22	0.61	-0.50	-0.11	10	High
<b>Totals.</b>		<b>4.22</b>	<b>0.63</b>	<b>-0.80</b>	<b>0.57</b>	<b>-</b>	<b>High</b>

2) Correlation coefficient analysis to observed variables in 15 variables of organizational change management within leadership paradigms affecting sustainability organization management to statistically significant as positive correlation at level of 0.05., to shown as table 4.

**Table 4.** Correlation coefficient value to observed variables in 15 variables.

<b>Variables</b>	LCV <sub>1</sub>	LCV <sub>2</sub>	LCV <sub>3</sub>	RII <sub>1</sub>	RII <sub>2</sub>	IIS <sub>1</sub>	IIS <sub>2</sub>	IND <sub>1</sub>	IND <sub>2</sub>	PM <sub>1</sub>	PM <sub>2</sub>	PM <sub>3</sub>	COC <sub>1</sub>	COC <sub>2</sub>	COC <sub>3</sub>
LCV <sub>1</sub>	1														
LCV <sub>2</sub>	.924**	1													
LCV <sub>3</sub>	.860**	.886**	1												
RII <sub>1</sub>	.724**	.728**	.788**	1											
RII <sub>2</sub>	.689**	.718**	.772**	.906**	1										
IIS <sub>1</sub>	.735**	.789**	.810**	.854**	.847**	1									
IIS <sub>2</sub>	.569**	.602**	.589**	.521**	.536**	.586**	1								
IND <sub>1</sub>	.646**	.679**	.747**	.748**	.759**	.777**	.603**	1							
IND <sub>2</sub>	.666**	.693**	.751**	.768**	.761**	.779**	.583**	.869**	1						
PM <sub>1</sub>	.654**	.664**	.720**	.646**	.680**	.719**	.558**	.848**	.768**	1					
PM <sub>2</sub>	.618**	.652**	.723**	.639**	.649**	.727**	.540**	.825**	.783**	.920**	1				
PM <sub>3</sub>	.680**	.701**	.759**	.733**	.727**	.766**	.580**	.875**	.863**	.852**	.881**	1			
COC <sub>1</sub>	.640**	.676**	.699**	.703**	.722**	.720**	.523**	.776**	.778**	.741**	.778**	.814**	1		
COC <sub>2</sub>	.596**	.623**	.660**	.689**	.690**	.683**	.510**	.778**	.743**	.737**	.780**	.806**	.914**	1	
COC <sub>3</sub>	.590**	.591**	.647**	.644**	.666**	.651**	.509**	.751**	.712**	.773**	.810**	.787**	.874**	.903**	1

\*\*p < 0.05.

3) Confirmatory factor analysis (CFA) associated of organizational change management within leadership paradigms affecting sustainability organization management including; (1) leadership of change and visionary (LCV), (2) risk taking and idealistic influence (RII), (3) inspirational and intellectual stimulation (IIS), (4) individuality

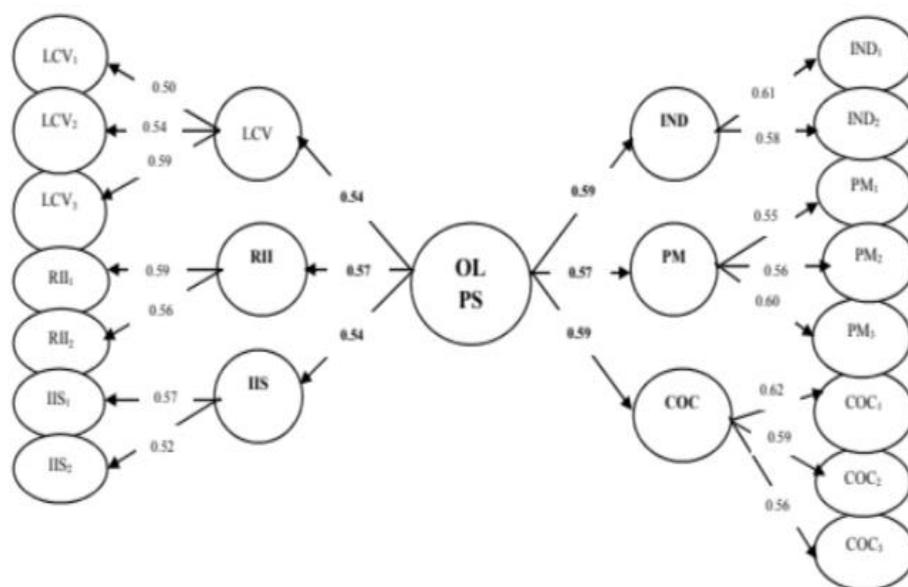
(IND), (5) participation base management (PM), and (6) creating organization culture (COC) into factors weights between (0.54 - 0.59), by X<sup>2</sup> of 14.40, df. of 23, p-value of 0.91490, GFI of 0.995, AGFI of 0.975, RMSEA of 0.000 to consistent with empirical data to statistical significant level of 0.05., to shown as table 5, and figure 2.

**Table 5.** CFA to associated of organizational change management within leadership paradigms affecting sustainability organization management.

Observed variables	Factors weights b(SE)	Regression coefficient (R <sup>2</sup> )	Indicators discrepancy (e)
<b>1. Leadership of Change and Visionary. (LCV)</b>	<b>0.54</b>	<b>0.85</b>	<b>0.05</b>
1.1 Paradigm- shift to creativity and confidence, proactive thinking, and future-oriented a working. (LCV <sub>1</sub> )	0.50	0.78	0.07
1.2 Creating the vision according to directions and goals the organization to clearly. (LCV <sub>2</sub> )	0.54	0.82	0.06
1.3 Human resource development of organization to have highest performance. (LCV <sub>3</sub> )	0.59	0.95	0.02
<b>2. Risk taking and Idealistic Influence. (RII)</b>	<b>0.57</b>	<b>0.90</b>	<b>0.05</b>
2.1 Enterprise risk management to proactive, and the operating systematic operational strategies. (RII <sub>1</sub> )	0.59	0.90	0.04
2.2 Having the vision of managerial competence based on morality and ethicality principles. (RII <sub>2</sub> )	0.56	0.90	0.06
<b>3. Inspirational and Intellectual Stimulation. (IIS)</b>	<b>0.54</b>	<b>0.86</b>	<b>0.05</b>
3.1 Exemplary behaviors of building the personnel's trust, and confidence in their leaders. (IIS <sub>1</sub> )	0.57	0.90	0.03
3.2 Intellectual stimulation to the personnel to be awareness of the problems to find a new ways in problems solving. (IIS <sub>2</sub> )	0.52	0.83	0.06
<b>4. Individuality. (IND)</b>	<b>0.59</b>	<b>0.86</b>	<b>0.05</b>
4.1 Ongoing care for the personnel, and understanding the differences between the personnel. (IND <sub>1</sub> )	0.61	0.88	0.05
4.2 Complies with the rules of the organization, have to ethical management and adhere to the principles of accuracy. (IND <sub>2</sub> )	0.58	0.85	0.04
<b>5. Participation base Management. (PM)</b>	<b>0.57</b>	<b>0.86</b>	<b>0.05</b>
5.1 Coordination and connection in the form of alliance networks. (PM <sub>1</sub> )	0.55	0.83	0.06
5.2 Efficient participation of all personnel in implementation, achievement of desired goals. (PM <sub>2</sub> )	0.56	0.84	0.06
5.3 Achievable focus on joint decision-making and development planning, co-determination of appropriate policies. (PM <sub>3</sub> )	0.60	0.92	0.03
<b>6. Creating Organization Culture (COC)</b>	<b>0.59</b>	<b>0.88</b>	<b>0.05</b>
6.1 Maintaining corporate culture to personnel recognizes the importance of good corporate culture. (COC <sub>1</sub> )	0.62	0.96	0.02
6.2 Operates based on good corporate culture. (COC <sub>2</sub> )	0.59	0.87	0.05
6.3 Communicating values within the organization. (COC <sub>3</sub> )	0.56	0.80	0.08
(X <sup>2</sup> of 14.40, df. of 23, p-value of 0.91490, GFI of 0.995, AGFI of 0.975, RMSEA of 0.000)			

\*\*p < 0.05.

**Fig. 2.** CFA to associated of organizational change management within leadership paradigms affecting sustainability organization management (OLPS).



CFA:  $X^2$  of 14.40, df. of 23, p-value of 0.91490, GFI of 0.995, AGFI of 0.975, RMSEA of 0.000

\*\* $p < 0.05$ .

#### 4.1.3 Results to guidelines to organizational change management to sustainability organization management.

Guidelines to organizational change management to sustainability organization management including integrated organizational, strategic management, human resource development, developing information technology for modern services, linking the operational network into the future to indicators were followed:

**1) Integrated organizational:** Aiming to develop an integrated organizational system, by creating a linkage of various departments together, and developing it as a management and service point of one-stop service in the integration of internal departments to work together, along with organizational development is the knowledge organization towards sustainability organization management.

**2) Strategic management:** Systematic management from the vision of an organizational leader who has gone through a process of analytical thinking, and evaluating the environment both inside and outside the organization, setting guidelines for appropriate

operations and truly aligning with the situation, setting the direction of the organization's work to clearly, having objectives and a systematic action plan, cost-effectiveness and appropriate selection of available resources, systematically adapting to the situation, being able to adjust the direction of operations in accordance with the situation change towards sustainability organization management.

**3) Human resource development:** Human resource management and human resource development in the organization that corresponds to the use of modern management tools and methods within organizational change management to adapt quickly, empower and develop skills necessary for practice. work in various fields, focusing on personnel to realize and learn the management principles that focus on results, creating customer satisfaction, creating a work culture filled with love and respect harmonious towards sustainability organization management.

**4) Developing information technology for modern services:** Promoting and supporting modern materials, equipment and information technology systems to store data sufficiently for use and efficiency, developing personnel

responsible for information systems to have knowledge, capability in modern technology, coordinate cooperation and connect information technology with service users and organizations to create a new type of organization that looks like a network linked by information technology towards sustainability organization management.

**5) Linking the operational network into the future:** Building a link with other external organizations will be very important to adapt and create cooperation in the form of alliances between organizations, exchange of resources, technology, knowledge that is connected, creating cooperation of academic, personnel and other useful fields towards sustainability organization management.

#### 4.2 Discussion.

Organizational change management within leadership paradigms include leadership of change and visionary, risk taking and idealistic influence, inspirational and intellectual stimulation, individuality, participation base management, and creating organization culture. CFA to associate leadership paradigms to consistent with empirical data of significant level of 0.05. Guidelines to organizational change management within leadership paradigms of integrated organizational, strategic management, human resource development, developing information technology for modern services, linking the operational network into the future to sustainability organization management. In this regard, the paradigm- shift to creativity and confidence, proactive thinking, and future-oriented a working, organizational change to resource support, following-up, monitoring and evaluation, training, ability to develop management systems is streamlined, academic freedom, joint planning of management and training that meet the needs and goals of the organization, interests of personnel to maximize the benefits of developmental change, transitional change, transformational change to integration [24]. Creating the vision according to directions and goals the organization to clearly, systematical for setting of the goals, missions, objectives, and action plans in the short, medium, long terms, creating the networks and integrating the cooperation between stakeholders. Also, human resource

development of organization to have highest performance, motivating the personnel to achievement, and a driving the organization to achieve development goals towards sustainability. Enterprise risk management to proactive, and the operating systematic operational strategies, creating strategic changes according situation in order to achieve the objectives and a having the vision of managerial competence based on morality and ethicality principles, transferring duties and responsibilities, intelligence, competence, determination, self-confidence, and firmness of good values [25]. Exemplary behaviors of building the personnel's trust, and confidence in their leaders, motivation of team spirit, creating a good attitude and positive thinking for the personnel in the organization to perform full potential, and intellectual stimulation to the personnel to be awareness of the problems to find a new ways in problems solving, creating the process of working in a new system to better than before into new creative [26]. Ongoing care for the personnel, and understanding the differences between the personnel, performance based on individual potential, and to clearly defines the rules and agreements of the organization, including the complies with the rules of the organization, have to ethical management and adhere to the principles of accuracy, control of personnel to comply with the rules of the organization, personnel to accept and respect corporate on leadership paradigms of leader's organizational management [27]. Coordination and connection in the form of alliance networks, participate the organizational development processes in the form of co-knowledge, co- collaboration, co- action, co- development, and co- evaluation [28]. The efficient participation of all personnel in the implementation and achievement of desired goals, and that management is closely linked to valuable, legitimate decision-making. And to achievable focus on joint decision-making and development planning, co-determination of appropriate policies, include responsibility that feels bound to work, mutual trust, cooperation, mutual benefit and building confidence in the management of the organization for success. However, the maintaining corporate culture to personnel recognizes the importance of good corporate culture, understands and accepts the organizational culture [29]. Operates based on good corporate culture, control personnel's

performance in accordance with good corporate culture of communicating values within the organization, creating responsibility, discipline, having good human relations, creating a unique identity is a clear corporate culture on organizational change management within leadership paradigms affecting sustainability organization management of local administrative organizations.

## **5. Conclusion**

Change management as represents the practice of systematic change, structure, technology, and culture of organizational leaders with a leadership paradigm towards sustainability organization management and achieving organizational goals. In additions, organizational change management within leadership paradigms include; 1) leadership of change and visionary of the paradigm- shift to creativity and confidence, proactive thinking, and future-oriented a working, creating the vision according to directions and goals the organization to clearly, human resource development of organization to have highest performance, 2) risk taking and idealistic influence to enterprise risk management to proactive, and the operating systematic operational strategies, having the vision of managerial competence based on morality and ethicality principles, 3) inspirational and intellectual stimulation on exemplary behaviors of building the personnel's trust, and confidence in their leaders, intellectual stimulation to the personnel to be awareness of the problems to find a new ways in problems solving, 4) individuality of ongoing care for the personnel, and understanding the differences between the personnel, complies with the rules of the organization, have to ethical management and adhere to the principles of accuracy, 5) participation base management into coordination and connection in the form of alliance networks, efficient participation of all personnel in the implementation and achievement of desired goals, achievable focus on joint decision-making and development planning, co-determination of appropriate policies, and 6) creating organization culture of maintaining corporate culture to personnel recognizes the importance of good corporate culture, operates based on good corporate culture, communicating values within the

organization. CFA to associate leadership paradigms to consistent with empirical data of significant. Guidelines to organizational change management within leadership paradigms of integrated organizational, strategic management, human resource development, developing information technology for modern services, linking the operational network into the future to sustainability organization management of local administrative organizations to effectiveness.

## **6. Implementations**

Organizational change management towards sustainability organization management of the leaders must create a vision, a clear mission, create a balance of economy, sociality, and environmental, support and drive from effective personnel as well, include the personnel in the organization to cooperate in driving the organization in the direction set excellent in promoting and supporting the organization to grow such as organization ideology in organizations that starts with a clear ideology will make the organization aware of its important mission, and know what should be done, what should not be done, which will be passed on to the organization in detail. The other aspect is clear, and the ideology is another good indication of the organization's commitment. Organization value, which will enable the organization to operate better in the long run, and achieve success. Vision is important to lead an organization in a successful direction, setting a vision is therefore essential to achieve the organization's goals. The organization's mission will contribute to the creation of operational guidelines as a principle of practice that will drive the organization clearly, planning operations and clear goals, striving towards the goals of the organization's operations to concretely and effectively. Good policies can be practical guidelines for the organization, having a clear policy will make various agencies. In the organization can be understood and correct that results in successful operations. Action plan is the most concrete thing for conducting and implementing activities of an organization, having a clear action plan will increase work efficiency, and be able to proceed step by step according to the plan to achieve operational

objectives towards sustainability organization management.

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