

**ภาวะผู้นำทางวิชาการสำหรับองค์กรการเรียนรู้ของผู้บริหาร**  
**ณ สถาบันศิลปแห่งมณฑลยูนนานเมืองคุนหมิง มณฑลยูนนาน**  
**Academic Leadership for Learning Organizations of Administrators**  
**at Yunnan Academy of Arts of Kunming City under Yunnan Province**

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**บทคัดย่อ**

การศึกษานี้มีวัตถุประสงค์: 1. อภิปรายปัญหาความเป็นผู้นำทางวิชาการในองค์กรเรียนรู้สาขาวิชานาฏศิลป์ของสถาบันศิลปแห่งมณฑลยูนนาน ในเมืองคุนหมิง มณฑลยูนนาน ตามประสบการณ์และระดับของผู้บริหารโรงเรียนหรือถึงสถานการณ์จริงและปัจจัยที่มีอิทธิพลต่อองค์กรเรียนรู้ต่อผู้บริหารในอนาคต

การศึกษา เป็นการศึกษาค้นคว้าโดยใช้แบบสอบถาม ประชากร ได้แก่ ครู และนักศึกษาระดับบัณฑิตศึกษาและนักศึกษาระดับปริญญาตรีของ สถาบันศิลปแห่งมณฑลยูนนาน มณฑลยูนนาน สาธารณรัฐประชาชนจีน กลุ่มตัวอย่างคือ ผู้บริหาร 87 คน และหัวหน้างานระดับบัณฑิตศึกษา 262 คน จากคณะต่างๆ ตามที่กำหนดโดย Krejcie และ ตารางมอร์แกน โดยได้มาจากการสุ่มตัวอย่างอย่างง่าย ขั้นตอนการวิจัยประกอบด้วย 4 ขั้นตอน ได้แก่ (1) วรรณกรรมวิจัยและการศึกษาที่เกี่ยวข้อง (2) การสร้างเครื่องมือวิจัย (3) การรวบรวมข้อมูล (4) การวิเคราะห์ข้อมูล เครื่องมือที่ใช้ในการเก็บรวบรวมข้อมูลคือแบบสอบถามแบบให้คะแนนห้าจุด สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ความถี่ เปอร์เซ็นต์ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการทดสอบที

ผลการศึกษาพบว่า (1)ภาวะผู้นำขององค์กรแห่งการเรียนรู้ของผู้บริหารสถาบันศิลปแห่งมณฑลยูนนาน มณฑลยูนนาน สาธารณรัฐประชาชนจีน อยู่ในระดับมากโดยทั่วไปและในทุกด้าน (2) การเปรียบเทียบภาวะผู้นำองค์กรแห่งการเรียนรู้ระหว่าง ผู้บริหารของสถาบันศิลปแห่งมณฑลยูนนาน มณฑลยูนนาน สาธารณรัฐประชาชนจีน โดยไม่มีความแตกต่างแบ่งตามระดับการศึกษาและประสบการณ์การทำงาน

**คำสำคัญ:** องค์กรการเรียนรู้, ภาวะผู้นำทางวิชาการ, การจัดการเรียนรู้, มหาวิทยาลัยศิลปะยูนนาน, มณฑลยูนนาน

**Abstract**

The objectives of this study are: 1. Discuss the problems of academic leadership in the learning organization of the dance education major of Yunnan Art College in Kunming, Yunnan Province. According to the experience and level of the school administrators, discuss the actual situation and influencing factors of the learning organization to the administrators in the future.

The study is a questionnaire study: the population is teachers and graduate and undergraduate students of Yunnan University of the Arts, Yunnan Province, People's Republic of China , the sample is 87 administrators and 262 graduate supervisors of different faculties, as determined by the Krejcie and

Morgan tables , via obtained by simple random sampling . The research procedure consists of 4 steps; (1) Research literature and related studies ; (2) Creation of research instruments; (3) Data collection; (4) Data analysis. The instrument used for data collection was a five-point rating scale questionnaire . Statistics used for data analysis were frequency , percentage , mean , standard deviation and t -test .

The results of the study showed that; (1)The leadership of the learning organization of the administrators of the Yunnan Academy of Arts in Yunnan Province, the People's Republic of China, is at a high level in general and in all aspects;(2)A comparison of learning organization leadership among administrators at Yunnan University of the Arts, Yunnan Province, People's Republic of China, with no differences classified by education level and work experience.

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**Keywords:** Learning Organization, Academic Leadership, Learning Management, Yunnan University of the Arts, Yunnan Province

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## INTRODUCTION

Seriously studying and thinking about the leadership model of learning organizations, and trying to explore the promotion and application of the model in practice, has far-reaching historical and practical significance for promoting the transformation and development of my country's teaching institutions and scientific and technological progress.

The learning organization theory is one of the most cutting-edge management theories in the world today, and it has also become an ideal theory to guide teachers' professional development. The teacher's professional development under the light of the learning organization theory is the process in which teachers achieve self-transcendence by improving their mental models, establishing a common vision and team learning, and forming systematic thinking. In our country, the theory of learning organization has been widely used in various colleges and universities, but the research on the application in colleges and universities is less and not deep enough. From the perspective of learning organization theory, there are very few researches that pay attention to the current situation of the professional development of university teachers and students in our country.

## Research Objectives

1. What problems exist in the academic leadership of the dance education major of the Yunnan Arts College in Kunming, Yunnan Province in a learning organization.
2. Based on the learning organization, study the actual situation and influencing factors of the development of dance education professional managers in Yunnan University of the Arts.

### Methods of conducting research

Population: The population is the teachers working in Yunnan University of the Arts in Yunnan Province in 2023, 1287 teachers.

Sample: The sample consisted of 339 teachers from the Yunnan Art Institute, the sample size was determined by the table of Krejcie & Morgan (1969) and obtained by simple random sampling (Research Methodology)

#### Research instruments

The instrument used in this study is a questionnaire. Created by Yunnan Art Institute in Yunnan Province, it is divided into the following two parts:

The first part: (1) Determine the problems existing in the teaching of the manager learning organization  
The second part: ( 2 ) understand the reality and influence factors of academic leadership of learning organization on educational managers. It consists of five aspects:

- 1.vision
- 2.individual consideration
- 3.flexibility and adaptability
- 4.Creativity
- 5.Teamwork

#### Data analysis

The researchers conducted the following data analysis:

(1) The general data of respondents categorized by leadership and work experience in learning organizations are analyzed using frequency distribution statistics and percentages.

(2) The leadership of the managerial learning organization of Yunnan University of the Arts in Yunnan Province was analyzed by means and standard deviations, and the following criteria for interpreting the results were formulated: A score of

- 4.50-5.00 indicates that leadership in a learning organization is the highest level of practice
- 3.50-4.49 means that leadership in a learning organization is a high level practice
- 2.50-3.49 means that the leadership of the learning organization is a medium level
- 1.50-2.49 means that leadership in learning organizations is a low-level practice
- 1.00-2.49 indicates that leadership in a learning organization is the lowest level of practice

Through the t-test analysis, the leadership of the learning organization of the administrators of Yunnan University of the Arts in Yunnan Province is compared according to the education level and work experience. Analyzing the data, the study used the following statistics:

1. frequency
2. percentage
3. average value
4. standard deviation
- 5.t-test (independent)

## Data Analysis Results

### Part I: General Data Analysis Results Of Respondents

As Can Be Seen From Table 4.1, The Results Of The Analysis Of The Problems Of Academic Leadership In The Learning Organization, In Yunnan University Of The Arts. 89 Respondents Had a Bachelor's Degree, Accounting For 78.80 %, And 70 Had More Than 15 Years Of Work Experience, Accounting For 61.90%.

Part 2: The Results Of The Analysis Of The Problems Of Academic Leadership In Learning Organizations, At Yunnan University Of The Arts, Yunnan Province.

standard deviation and level, overall and various aspects of academic leadership in learning organizations.

As Can Be Seen From Table 4.2, The Results Of The Analysis Of The Problems Of Academic Leadership In the learning organization, in Yunnan University of the Arts. High level ( $\bar{X}$ =3.99). Considering all aspects, it was found that all aspects were at a high level. Individual consideration had the highest mean ( $\bar{X}$ =4.12), followed by teamwork ( $\bar{X}$ =4.02), and creativity had the lowest mean ( $\bar{X}$ =3.92).

## Discussion

### Discussion about major findings of objective 1

1. According to the general information of the interviewees, it is found that among the managers of Yunnan University of the Arts in Yunnan Province, most of the managers have a bachelor's degree in learning leadership, 89 people accounted for 78.80%, and 70 people with more than 15 years of work experience accounted for 61.90%.

2. The general level of learning leadership of the administrators of Yunnan University of the Arts in Yunnan Province is relatively high. Considering each aspect, it is found that all aspects are at a high level, and the average value of individual consideration is the highest, followed by teamwork, and the average value of flexibility and adaptability is the lowest.

#### (1) Vision :

The General Level Of Learning Leadership Of The Administrators Of Yunnan University Of The Arts In Yunnan Province Is Relatively High. When Considering Each Project, It Is Found That All Projects Are At a High Level. Ongoing Systematic Monitoring And Follow-Up Of Subordinates' Performance Was The Highest Average, Followed By Raising Awareness And Communicating The Vision To Teachers And Stakeholders, Leading To Specific Actions And Values. The Vision And The Context Of The Educational Institution Were Analyzed And Synthesis In Order To Define The Vision, Mission And Strategic Future Of The Modern Organization Is a Minimum.

#### (2) Individual Considerations:

The Overall Level Of Learning Leadership Of The Administrators Of Yunnan University Of The Arts In Yunnan Province Is Relatively High. Look At Each Item, Respect The Decision, And Keep Systematically Aware Of Subordinates' Mistakes. At The Same Time, The Highest Level Is The Highest, And The Rest Of The Income Is At A Higher Level.

(3) Flexibility And Adaptability:

The General Level Of Learning Leadership Of The Administrators Of Yunnan University Of The Arts In Yunnan Province Is Relatively High. When Considering Each Project, All Projects Are Found To Be At A High Level. The Ability To Adapt To Changing Situations And Circumstances Is The Highest Average, Followed By The Ability To Compromise And Create Mutual Understanding, Opportunity And Listening To People's Differing Opinions And Advice From Other Relevant People, Information Used To Solve Problems Is Common To Educational Institutions Development Guidelines Are Minimum.

(4) Creativity :

The Overall Level Of Learning Leadership Of The Managers Of Yunnan University Of The Arts In Yunnan Province Is Relatively High. When Inspecting Each Item, It Is Found That Each Item Is At A Relatively High Level, Encouraging People In The Organization To Create New Ideas And Think Outside The Box To Achieve Success , Followed By Deliberate Decision-Making Skills To Think And Solve Problems Through Systematic Work Based On Cause And Effect, Effective Management Of Education Using Modern Innovative Creative Initiatives Is The Minimum.

(5) Teamwork :

The Overall Level Of Teamwork Of The Management Leadership Of Yunnan University Of The Arts In Yunnan Province Is Relatively High. When Inspecting Each Item, It Is Found That Each Item Is At A Relatively High Level, And The Roles And Responsibilities Of Personnel In The Work Are Determined. Achieve Goals Systematically And Clearly, And Then Promote Personnel To Play The Role Of Coordinating, Analyzing, Synthesizing, And Synthesizing Various Opinions In The Team, So As To Gain Professional Knowledge In The Work, Have The Ability To Coordinate, Communicate, And Respond To Various Events And Times With Each Other. Communication Between People On a Team Is Minimal.

## Recommendations

(1) Vision : Analyze and synthesize the background of the educational institution from the table to define the vision, mission and strategy of the modern organization now and in the future. Administrators should encourage teachers and concerned teachers to participate in the same way in developing a shared vision for the development of educational institutions.

(2) Individual consideration: From the table, it can be seen that the work efficiency of promoting the continuous development of tutors and self-creation is the lowest. Administrators should appoint the right people and assign tasks to the right people, with specific clarity, and a look at the potential and capabilities of each instructor in the best interest of the organization.

(3) Flexibility and adaptability: From the table, the opportunity to listen to different opinions and suggestions from different people, as information to solve problems and a guideline for common development of educational institutions is the lowest. Managers should be flexible and adapt the organization to the circumstances in which they are involved in performing certain activities. And with careful and systematic performance evaluation there is improvement.

(4) Creativity: From the table, the initiative to be creative in effectively managing education with modern innovation is the lowest. Managers should encourage teachers to express their opinions, listen to them, develop innovative methods with educational institutions, assess performance according to actual conditions, follow up after assessment, and provide regular reports.

(5) Team cooperation: From the table, the ability to coordinate, communicate and communicate with each team member is the lowest in various activities and time. Managers must facilitate, support, advise and collaborate with those involved by emphasizing joyful participation in the work.

#### Proposals for next research

(1) Study the leadership factors that affect the leadership of managers in learning organizations in Yunnan University of the Arts.

(2) Qualitative research should be conducted to gain insight into learning organization leadership of university administrators to expand the theoretical framework of educational opportunity in other areas.

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