

# Innovative Leadership and Organizational Learning Affecting Adaptive Organizational Performance of Local Government Organization in Sakon Nakhon Province

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## ABSTRACT

The goal of this research is to investigate the effects of innovative leadership and organizational learning on adaptive organizational performance of local government organizations. This is quantitative research. The sample group consisted of 385 personnel from local government organizations. Data were collected via a questionnaire. The data were evaluated using descriptive and inferential statistics, including Pearson correlation and multiple regression analysis. The study's findings revealed that innovative leadership in the areas of change vision, risk management, information and communication technology, and innovative atmosphere has a statistically significant effect on organizational learning and adaptive organizational performance. Organizational learning in the domains of knowledge acquisition, knowledge interpretation, knowledge storage, and knowledge distribution has a statistically significant effect on the adaptive organizational performance of local government organizations at the 0.05 level. As a result, local government organizations should prioritize innovative leadership to foster organizational learning in order to respond to and solve problems in encountered situations, as well as to drive local organizations to create new ways of operating in order to become a learning organization with innovations that can meet goals and further enhance local government organizations' adaptive performance in the long run. Finally, this study contributes to the existing literature on public sector management by demonstrating how leadership and learning processes can drive performance improvements in local government organizations globally. This contribution is especially significant for academics and practitioners seeking to understand and implement solutions that increase the resilience and performance of public sector organizations in a variety of circumstances.

**Keywords:** innovative leadership, organizational learning, adaptive organizational performance, local government organization.

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## 1. INTRODUCTION

In the twenty-first century, organizations aim to have the ability and capability to compete on a global scale in order to improve their skills in adaptive operations, learning, and innovation (Hsiao and Chang, 2011). In the middle of globalization, organizations must adapt in order to survive and thrive in a continuously changing environment. To effectively integrate with the outside world and be able to face and accept what is going

on within the organization, leaders must adopt an innovative leadership style (Wutthirong, 2014). Adaptive performance is essential for leaders to effectively manage workplace conditions and drive organizational advancement (Charbonnier-Voirin and Roussel, 2012). Today's leaders face complicated and changing environments, including globalization. Understanding adaptable performance in the workplace is crucial for dealing with changing environments. To adapt to new changes, organizations are emphasizing the role of leaders in defining the form and success of creative initiatives (Riza et al, 2020). Innovative leaders can effectively respond to and solve challenges in a variety of scenarios. This can motivate organizations to develop new operational methods and innovations that align with their goals and objectives, adapt to changing contexts, and provide an innovation context (Ariratana et al., 2019). Developing innovative leadership is therefore important and necessary to create a competitive advantage in the digital age, because the development of innovation in the organization can lead to organizational learning, which can truly create competitiveness for the organization while also resulting in organizational learning and creating long-term value for the organization (Siswanto et al., 2022; Hsiao and Chang, 2011). Organizational learning connects the organization to its environment, allowing it to govern proactively. Organizational learning aims to enhance performance by facilitating the acquisition and application of new information through group experiences (Mai et al., 2022). Developing organizational learning, particularly in local government organizations, will enable them to provide public services to the people to the best of their abilities, thereby promoting continuous organizational learning and improving the performance of local organizations that will adapt appropriately to changes in external environmental factors (Riza et al., 2020; Olejarski et al., 2019). As a result, innovative leadership and organizational learning are critical components in managing an organization in a dynamic environment. This is because the trend of globalization is continually changing, and as a result, organizations are adopting innovation and digital technology to improve work processes, which will have an impact on the organization's future success. Leaders of local organizations must evolve, adapt, and learn about their organizations in order to prepare for upcoming events and changes. The impact of innovative leadership and organizational learning on adaptable organizational performance has been extensively examined and explored (Muttaqin, 2022; Patky, 2020; Riza et al., 2020; Olejarski et al., 2019). However, research on the elements of innovative leadership and organizational learning that influence adaptable organizational performance in local government organizations is still sparse and unclear. As a result, the research team was interested in investigating innovative leadership and organizational learning as they relate to the adaptive organizational performance of local government organizations in Sakon Nakhon Province. The importance of the aforementioned causes is the driving force behind the research.

This research finding expects to contribute to the existing body of knowledge by enhancing local government organizations to prioritize innovative leadership to foster organizational learning in order to respond to and solve problems in encountered situations, as well as to drive local organizations to create new ways of operating in order to become a learning organization with innovations that can meet goals and further enhance local government organizations' adaptability. This study also adds to the greater literature on public sector management by emphasizing how leadership and learning mechanisms can generate performance improvements in local government contexts. It presents empirical evidence that innovative leadership has a vital role in improving organizational learning processes, allowing organizations to adapt and thrive in the face of changing difficulties. The study's findings have important implications for local

government organizations worldwide, indicating that creating a climate receptive to innovation and learning can greatly improve organizational adaptability and effectiveness. This contribution is especially important for scholars and practitioners working to understand and implement solutions that improve the resilience and performance of public sector organizations in a variety of circumstances.

The goals of this study are as follows: (1) to investigate the impact of innovative leadership on organizational learning; (2) to investigate the impact of organizational learning on adaptive organizational performance; and (3) to investigate the impact of innovative leadership on the adaptive organizational performance of local government organizations in Sakon Nakhon province.

To develop the framework and hypotheses, the study begins with a discussion of issues concerning innovative leadership and organizational learning as they affect adaptive organizational performance. The study methodology, data collection, and analysis are then discussed. Finally, the study's findings are analyzed and summarized, along with management implications and future research recommendations.

## **2. LITERATURE REVIEW**

### **2.1 Innovative Leadership**

Innovative leadership is one of the leadership styles that plays a vital role in improving and maintaining an organization's overall strength and adapting to dynamic change. Innovative leadership is characterized by executives or supervisors taking the initiative to seek out new opportunities and approaches to work through the process of creating an innovation context within the organization, as well as stimulating and motivating, promoting, and supporting changes in thinking and creating an innovation culture in an organization (Siswanto et al., 2022; Sutiayatno et al., 2022; Alharbi, 2021). Leadership has a crucial role in driving organizational innovation by introducing new ideas, setting goals, and encouraging subordinates to innovate. Leadership has a positive and significant impact on organizational innovation and learning, which in turn impacts organizational performance (Adam et al., 2020; Hamzali et al., 2020). The concept of innovative leadership is utilized in organizational development to help the organization achieve its vision and goal. Innovative leadership is made up of six components: change vision, teamwork participation, creativity, risk management, information and communication technology, and innovative atmosphere (Praphanphat, 2017). According to different research (Adam et al., 2020; Hamzali et al., 2020; Hsiao and Chang, 2011), there is evidence to support the link between innovative leadership and organizational learning. As a result, the purpose of this research was to look into such interactions within the framework of local government organizations in Sakon Nakhon Province.

As a result, we propose the following hypothesis:

H1: Innovative leadership has a favourable impact on organizational learning of local government organizations in Sakon Nakhon Province.

### **2.2 Organizational Learning**

Organizational learning is a key topic in contemporary management literature. It is the process by which an organization absorbs, comprehends, and enhances the effectiveness of its operations. Furthermore, it is the understanding of how to adopt innovative procedures and practices in the organizational environment in order to improve the organization's work efficiency (Naqshbandi and Tabche, 2018; Aragon-Correa et al., 2017). Organizational learning involves developing knowledge and insights by analyzing past activities and their impact on future operations. Sharing

achievements, knowledge, and experiences, building learning processes, and trading intangible assets can help organizations learn and maintain a competitive advantage (Baltrunaite and Sekliuckiene, 2020; Cuffa and Steil, 2019). Organizational learning is a promising concept in management and organizational research. It serves as a catalyst for increased organizational performance (Liao et al., 2017; Nafei, 2015). Assessing organizational learning involves four determinants: knowledge acquisition, knowledge interpretation, knowledge storage, and knowledge distribution. According to many studies (Hao and Han, 2023; Birasnav et al., 2019; Olejarski et al., 2019; Jian and Zhou, 2015), there is evidence to support the relationship between organizational learning and adaptive organizational performance. As a result, the goal of this study was to investigate such relationships in the context of local government organizations in Sakon Nakhon Province.

As a result, we proposed the following hypothesis:

H2: Organizational learning has a positive impact on adaptive organizational performance of local government organizations in Sakon Nakhon Province.

### **2.3 Adaptive Organizational Performance**

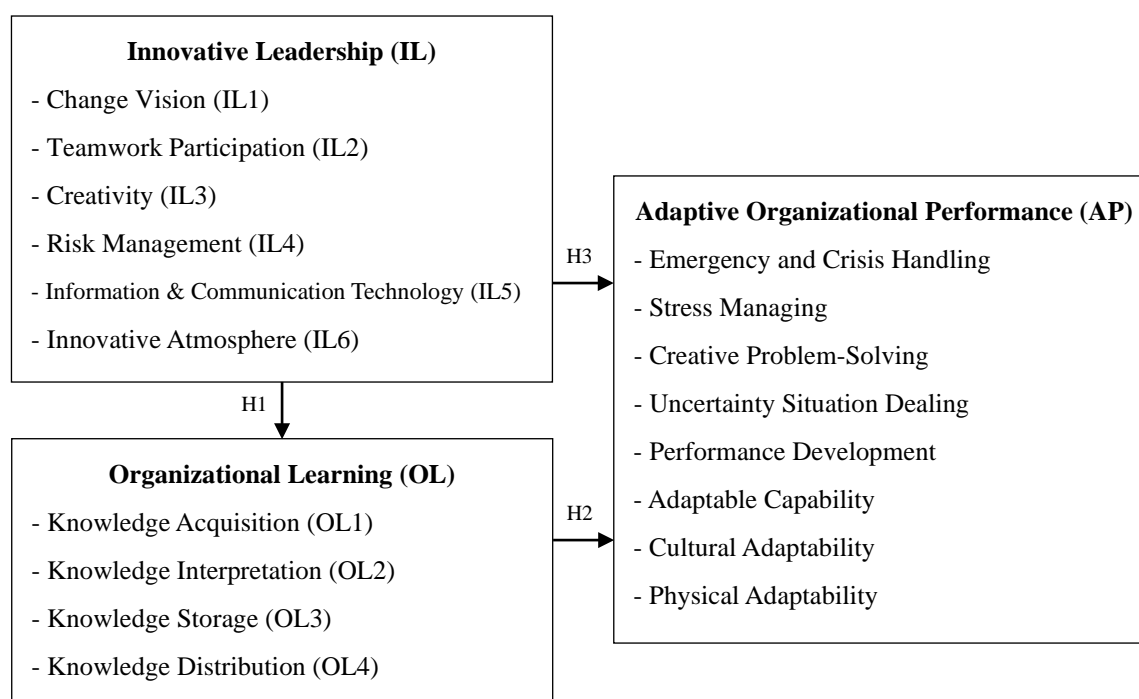
Adaptive organizational performance has arisen as a major issue in today's dynamic changing environment, as it is a key factor in ensuring long-term organizational success. Adaptive organizational performance refers to the ability to respond to changing work settings. Organizations demonstrate adaptive performance by adapting work procedures to changing circumstances and events (George and Lin, 2017; Charbonnier-Voirin and Roussel, 2012). One of the most difficult tasks that leaders confront today is preparing organizations and people to adapt in the face of more dynamic and demanding circumstances. The organization employs an innovative leadership style to a high degree, which leads to high levels of performance and creates a high-performance organization. Zhu et al. (2016) define innovative leadership as a social impact process where leaders use innovative personal qualities, shape the role of innovation, and build creative teams to influence individual and team-based innovation in the workplace. Innovative leadership that fosters openness among employees can boost an organization's innovation and adaptive performance. Innovative leadership that promotes an open environment for employees can considerably boost an organization's innovativeness and adaptation (Jackson et al., 2005). The past research findings make major contributions to knowledge by presenting innovative leadership that can help organizations improve their management competencies (Muttaqin, 2022; Ariratana et al., 2019). The study identified eight elements of adaptive performance: emergency and crisis handling, stress management, creative problem-solving, dealing with uncertainty situation, performance development, adaptable capability, cultural adaptability, and physical adaptability (Charbonnier-Voirin and Roussel, 2012). According to various studies (Muttaqin, 2022; Diallo and Sukkar, 2021; Koziol-Nadolna, 2020; Birasnav et al., 2019; Uhl-Bien and Arena, 2018; Hughes et al., 2018), there is evidence to support the relationship between innovative leadership and adaptable organizational performance. As a result, the goal of this study was to investigate such relationships in the context of local government organizations in Sakon Nakhon Province.

As a result, we proposed the following hypothesis:

H3: Innovative leadership has a positive impact on adaptive organizational performance of local government organizations in Sakon Nakhon Province.

## **3. CONCEPTUAL FRAMEWORK**

Figure 1 depicts the conceptual framework of this research study's analysis model based on literature reviews. It demonstrates how innovative leadership and organizational learning affect the adaptive organizational performance of local government organizations in Sakon Nakhon province. The conceptual framework was investigated utilizing the aforementioned bodies of literature, including the impact of innovative leadership and organizational learning on adaptive organizational performance, as well as the researcher's understanding of the link between factors. The six components of innovative leadership include change vision, teamwork participation, creativity, risk management, information and communication technology, and innovative atmosphere (Praphanphat, 2017). Organizational learning is assessed using four determinants: knowledge acquisition, knowledge interpretation, knowledge storage, and knowledge distribution (Jackson et al. 2005). The study identified eight components of adaptive performance: emergency and crisis handling, stress management, creative problem-solving, dealing with uncertainty situation, performance development, adaptable capability, cultural adaptability, and physical adaptability (Charbonnier-Voirin and Roussel, 2012).



**Figure 1** Conceptual Framework

## 4. RESEARCH METHODOLOGY

### 4.1 Sample and Data Collection

This study was exempt from ethical assessment because it is a survey with no sensitive questions and will have no impact on respondents because the responses are generic (Certificate of Exemption No. COE66/023). Furthermore, because individuals are not identifiable, information encode-recording ensures confidentiality. The questionnaire

asked for voluntary participation in the form of a consent statement while respecting privacy and confidentiality. Finally, research assistants gathered the information solely for educational purposes, and the study's findings do not identify the organizations.

This is a statistical and quantitative investigation. The study's population consists of civil servants and government officials from Sakon Nakhon province's local governments. A total of 9,676 people were sampled using the Taro Yamane (1973) formula with a 95% confidence level and a maximum error of 5%, generating a sample of 385 people. The validity analysis confirmed the accuracy of the research instrument by examining its content validity. Content validation determines how accurately the instrument evaluates the target concept (Rusticus and Lovato, 2014). The questionnaire's overall scale content validity index was 1.00, indicating perfect agreement among topic-competent experts. In addition, Cronbach's alpha was used to determine reliability in this study. Cronbach's alpha coefficient for variables was determined to be 0.989. Cronbach's alpha surpasses 0.700, indicating that the survey is extremely reliable (Cronbach, 1990), as seen in **Table 1** Cronbach's Alpha Coefficient of Variables.

Table 1 Cronbach's Alpha Coefficient of Variables

Variables	Cronbach's Alpha
Innovative Leadership (IL)	.979
Organizational Learning (OL)	.969
Adaptive Organizational Performance (AP)	.974
Overall	.989

## 4.2 Statistical Analyses

The research results were analyzed using social science statistics software. The data were analyzed using descriptive statistics. Respondent demographic information was reported in the form of frequency and percentage, whereas respondents' perspectives on innovative leadership, organizational learning, and adaptable organizational performance were expressed as mean and standard deviation. Furthermore, the data was examined using the following inferential statistics: Pearson's product-moment correlation was used to investigate the relationship between variables, and multiple regression was employed to test hypotheses. Bias in research has been explored and can be decreased by employing a structured survey design and carefully crafting questions, which assures that participants' responses are more accurate and autonomous.

## 5. RESEARCH RESULTS

### 5.1 Demographic Information of Respondents

The research findings were as follows. 385 questionnaires were delivered to participants between February and March of 2024. All were finished and filled out correctly, yielding a 100% response rate. According to the study's demographic findings, the majority of the sample (230 people, or 59.70% of the total) was female and between the ages of 31 and 40 (151 people, or 39.20% of the total). The majority of the participants received a Bachelor's degree, with 248 persons accounting for 64.40%. The participants included up to 185 government employees, or 48.10%, who worked for the Office of Permanent Secretary (131 people, or 34.00% of the total). The majority of them worked for 1-5 years

(140 people, or 36.40% of the total). The majority of them earned between 10,001 and 20,000 THB per month (145 persons, or 37.70% of the total), according to **Table 2** Demographic Information of Respondents.

Table 2 Demographic Information of Respondents

<b>Demographic Factors</b>	<b>Descriptive Statistics</b>
<b>Gender</b>	Male: 155 (40.30%) Female: 230 (59.70%)
<b>Age</b>	Not More Than 30 Years Old: 86 (22.40%) 31-40 Years Old: 151 (39.20%) 41-50 Years Old: 131 (34.00%) 51-60 Years Old: 17 (4.40%)
<b>Education</b>	Below Secondary School: 3 (0.80%) Secondary School: 14 (3.60%) Diploma: 57 (14.80%) Bachelor's Degree: 248 (64.40%) Master Degree: 62 (16.10%) Doctoral Degree: 1 (0.30%)
<b>Position</b>	Government Employee: 185 (48.10%) Permanently Hired Employee: 55 (14.30%) General Temporary Employee: 51 (13.20%) Employee Hired for Mission: 47 (12.20%) General Permanent Employee: 17 (4.40%) Government Officer: 30 (7.80%)
<b>Affiliation</b>	Office of the Permanent Secretary: 131 (34.00%) Treasury Department: 81 (21.00%) Education Department: 38 (9.90%) Public Health and Environment Division: 30 (7.80%) Strategy and Budget Division: 25 (6.50%) Social Welfare Division: 31 (8.10%) Personnel Division: 16 (4.10%) Engineering Division: 33 (8.60%)
<b>Work Tenure</b>	Below 1 Year: 26 (6.80%) 1-5 Years: 140 (36.40%) 6-10 Years: 99 (25.70%) 11-15 Years: 69 (17.90%) 16-20 Years: 36 (9.30%)

	21 Years and Above: 15 (3.90%)
<b>Monthly Income</b>	Not More Than 9,000 THB: 30 (7.80%)
	9,001-10,000 THB: 47 (12.20%)
	10,001-20,000 THB: 145 (37.70%)
	20,001-30,000 THB: 94 (24.40%)
	30,001-40,000 THB: 57 (14.80%)
	40,001 THB and Above: 12 (3.10%)

**5.2 Hypotheses Testing**

From five-point Likert scale questionnaire surveys describing rating scale signals (5 = strongly agree, 1 = strongly disagree) were created as average scores and standard deviations for descriptive statistical analysis. The average Likert scale scores and standard deviations for respondents' viewpoints on innovative leadership ( $\bar{x}$  = 4.21, S.D. = 0.59) was a highest level, while organizational learning ( $\bar{x}$  = 4.20, S.D. = 0.58) and adaptive organizational performance ( $\bar{x}$  = 4.20, S.D. = 0.58) were also high. Inferential statistics were investigated utilizing the correlation coefficient between the independent and dependent variables. Pearson's product-moment correlation was used to determine the relationship between these variables. Correlation analysis was used to calculate the size of the correlation between variables and to check for multicollinearity. **Table 3** Correlation Analysis of Variables presents the correlation analysis of the framework variables and illustrates the relationship between variables using correlation coefficients (*r*).

Table 3 Correlation Analysis of Variables

	IL1	IL2	IL3	IL4	IL5	IL6	OL1	OL2	OL3	OL4	AP
$\bar{x}$	4.20	4.24	4.20	4.17	4.22	4.21	4.20	4.17	4.19	4.21	4.20
S.D.	0.71	0.63	0.66	0.66	0.63	0.66	0.64	0.63	0.62	0.63	0.58
IL1	1	.674**	.733**	.678**	.603**	.624**	.654**	.643**	.565**	.576**	.659**
IL2		1	.830**	.797**	.732**	.761**	.607**	.596**	.576**	.591**	.704**
IL3			1	.816**	.791**	.809**	.622**	.611**	.622**	.631**	.725**
IL4				1	.796**	.800**	.654**	.652**	.632**	.688**	.754**
IL5					1	.808**	.645**	.638**	.674**	.651**	.754**
IL6						1	.636**	.634**	.645**	.646**	.780**
OL1							1	.823**	.734**	.768**	.786**
OL2								1	.786**	.782**	.795**
OL3									1	.829**	.812**
OL4										1	.835**
AP											1

\*\* . Correlation is significant at 0.01 level (2-tailed).



The relationship assumptions state that the link between the variables should be less than 0.800 (Hair et al., 2010). The relationship between variables was found to be significantly correlated at the highest value of 0.835, which was greater than 0.800, indicating that there appears to be a multicollinearity problem in this relationship; however, the VIF is less than 10 and the tolerance is close to 1, implying that each variable has an appropriate relationship with each other and can be used for a linear model structure analysis. As a result, the research study can apply multiple regression analysis to test the hypotheses at the 0.05 significance level.

The research outcomes from hypotheses testing are as follows:

The first hypothesis predicts a positive relationship between the six components of innovative leadership: change vision, teamwork participation, creativity, risk management, information and communication technology, innovative atmosphere, and organizational learning in Sakon Nakhon province's local government organizations. At the 0.05 level of significance, the four components of innovative leadership have a significant direct impact on organizational learning, with a predictive value of 61.30% (Adjusted R Square = 0.613). The model estimation shows a positive connection between OL and IL1 ( $\beta = 0.303$ ,  $p < 0.01$ ), IL4 ( $\beta = 0.187$ ,  $p < 0.01$ ), IL5 ( $\beta = 0.286$ ,  $p < 0.01$ ), and IL6 ( $\beta = 0.190$ ,  $p < 0.01$ ) as shown in **Table 4** Results of Multiple Regressions of IL on OL. The findings of Multiple Regression of IL on OL show that the beta coefficient has a 95% statistical significance. As a result, Hypothesis 1 is partially supported. As a result, Sakon Nakhon province's local government organizations should establish a modern, clear, and broad vision that is compatible with change. In addition, the local government organization should put its vision into action, plan for risk management, implement risk management measures, and develop innovations to mitigate risks. Furthermore, local government organizations use information and communication technology to foster a culture atmosphere of continuous innovation and accomplish desired outcomes.

Table 4 Results of Multiple Regressions of IL on OL

Model 1	Beta	t	Sig.	Tolerance	VIF
<b>IL1</b>	.303	6.313	0.000**	.438	2.285
<b>IL2</b>	.010	.162	.871	.259	3.858
<b>IL3</b>	-.085	-1.151	.250	.186	5.372
<b>IL4</b>	.187	2.826	0.005**	.229	4.367
<b>IL5</b>	.286	4.655	0.000**	.267	3.740
<b>IL6</b>	.190	2.975	0.003**	.248	4.038

\*\* $p < 0.01$ , Standardized coefficients (Beta) are reported. Model 1: IL predicts OL.

Adjusted  $R^2 = 0.613$ , S.E.E. = 0.35979,  $F = 102.522$ .

The second hypothesis proposes a positive relationship between the four components of organizational learning: knowledge acquisition, knowledge interpretation, knowledge storage, knowledge distribution, and adaptive organizational performance in Sakon Nakhon province's local government organizations. At the 0.05 level of significance, the four organizational learning components have a strong direct impact on adaptive organizational performance, with a predictive value of 77.70% (Adjusted R Square = 0.777). The model estimation indicates a positive correlation between AP and

OL1 ( $\beta = 0.209$ ,  $p < 0.01$ ), OL2 ( $\beta = 0.159$ ,  $p < 0.01$ ), OL3 ( $\beta = 0.247$ ,  $p < 0.01$ ), and OL4 ( $\beta = 0.345$ ,  $p < 0.01$ ) as shown in **Table 5** Results of Multiple Regressions of OL on AP. The results of the Multiple Regression of OL on AP demonstrate that the beta coefficient has a 95% statistical significance. As a result, Hypothesis 2 is completely validated. As a result, Sakon Nakhon province's local government organizations must seek knowledge, communicate knowledge, explain knowledge to personnel within the organization, gather knowledge, store knowledge, and create systematic and modern knowledge, as well as regularly disseminate knowledge and news to personnel in order to achieve adaptable outcomes.

Table 5 Results of Multiple Regressions of OL on AP

Model 2	Beta	t	Sig.	Tolerance	VIF
<b>OL1</b>	.209	4.597	0.000**	.282	3.547
<b>OL2</b>	.159	3.261	0.001**	.243	4.114
<b>OL3</b>	.247	5.259	0.000**	.262	3.810
<b>OL4</b>	.345	7.152	0.000**	.250	4.003

\*\* $p < 0.01$ , Standardized coefficients (Beta) are reported. Model 2: OL predicts AP.

Adjusted  $R^2 = 0.777$ , S.E.E. = 0.27590,  $F = 335.496$ .

The third hypothesis predicts that in Sakon Nakhon province's local government organizations, the six components of innovative leadership - change vision, teamwork participation, creativity, risk management, information and communication technology, innovative atmosphere, and adaptive organizational performance - will be positively associated. At the 0.05 level of significance, the four components of innovative leadership have a direct impact on adaptive organizational performance, with a predictive value of 68.90% (adjusted R Square = 0.689). The model estimation indicates a positive correlation between AP and IL1 ( $\beta = 0.203$ ,  $p < 0.01$ ), IL4 ( $\beta = 0.163$ ,  $p < 0.01$ ), IL5 ( $\beta = 0.238$ ,  $p < 0.01$ ), and IL6 ( $\beta = 0.345$ ,  $p < 0.01$ ) as shown in **Table 6** Results of Multiple Regressions of IL on AP. The results of the Multiple Regression of IL on AP demonstrate that the beta coefficient is 95% statistically significant. As a result, Hypothesis 3 receives partial support. As a result, Sakon Nakhon province's local government organizations should focus on developing a modern, clear, and wide vision, mission, and goals that are compatible with the dynamic transformation of the twenty-first century. Furthermore, the local government organization should put its vision into action, create a risk management plan, carry out risk management activities, and develop risk mitigation innovations. Furthermore, local government organizations use information and communication technology to promote data management, cultivate an environment of innovation and creativity, and achieve desired results.

Table 6 Results of Multiple Regressions of IL on AP

Model 3	Beta	t	Sig.	Tolerance	VIF
<b>IL1</b>	.203	4.714	0.000**	.438	2.285
<b>IL2</b>	.067	1.194	.233	.259	3.858
<b>IL3</b>	-.080	-1.208	.228	.186	5.372
<b>IL4</b>	.163	2.743	0.006**	.229	4.367

<b>IL5</b>	.238	4.325	0.000**	.267	3.740
<b>IL6</b>	.345	6.039	0.000**	.248	4.038

\*\*p < 0.01, Standardized coefficients (Beta) are reported. Model 3: IL predicts AP.

Adjusted R<sup>2</sup> = 0.689, S.E.E. = 0.32557, F = 143.098.

According to the findings of the research on the investigation of the effects of innovative leadership and organizational learning on adaptive organizational performance of local government organizations in Sakon Nakhon province, the following guidelines for determining strategies for building innovative leadership, providing appropriate organizational learning, and enhancing long-term adaptive organizational performance of local government organizations have been developed. First, local government organizations should develop a modern, clear, and wide vision that is compatible with dynamic development in the twenty-first century, and then put it into action. Furthermore, information and communication technology should be established as a tool to promote organizational learning and knowledge dissemination throughout the organization, as this will lead to innovation. Second, local government organizations should focus on systematically disseminating knowledge and experience to personnel throughout the organization, as well as storing knowledge in an appropriate and easy-to-retrieve format and continuously updating knowledge to keep it up to date, in order to facilitate learning for all staff. Third, local governments should focus on creating an innovative environment within their organizations by prescribing goals and directions for innovation, pushing for the development of an innovative culture, valuing an innovative environment, being open to knowledge exchange in order to continue innovation, and contesting and rewarding work innovation to motivate employees throughout the organization. These guidelines can help organizations perform adaptively in dealing with emergencies and crises, managing organizational stress, solving problems creatively, dealing with uncertainty situations, developing performance, creating adaptable capability, and maintaining cultural and physical adaptability.

## 6. DISCUSSION AND CONCLUSION

### 6.1 Discussion

The purpose of this research is to investigate the effects of innovative leadership and organizational learning on adaptive organizational performance in local government organizations in Sakon Nakhon province, and to use the findings to propose strategies for improving adaptive organizational performance. The study's findings show that innovative leadership in the areas of change vision, risk management, information and communication technology, and innovative atmosphere has a statistically significant impact on organizational learning and adaptive organizational performance. Organizational learning in the areas of knowledge acquisition, knowledge interpretation, knowledge storage, and knowledge distribution has a statistically significant impact on the adaptive organizational performance of local government organizations. The study's findings are in line with earlier studies (Mai et al., 2022; Riza et al., 2020; Chen et al., 2016; García-Morales et al., 2012; García-Morales et al., 2008; and Aragon-Correa, et al., 2007).

### 6.2 Conclusion

The purpose of this study is to look into the effects of innovative leadership and organizational learning on the adaptive performance of local government organizations in Sakon Nakhon province. The sample group included 385 people from local government organizations. Data were acquired via a questionnaire. The data were analyzed using both descriptive and inferential statistics. The study found that innovative leadership has a statistically significant impact on organizational learning and adaptive organizational performance. Organizational learning has a statistically significant impact on the adaptive performance of local government organizations. As a result, local government organizations should prioritize innovative leadership to develop organizational learning while also motivating local organizations to produce innovation that can meet goals and improve adaptive performance in the long run.

This research finding can help local government organizations prioritize innovative leadership to foster organizational learning in order to respond to and solve problems in encountered situations, as well as drive local organizations to create new ways of operating in order to become a learning organization with innovations that can meet goals and further enhance adaptability. This study also contributes to the larger literature on public sector management by emphasizing how leadership and learning mechanisms can improve performance in local government settings. It provides empirical evidence that innovative leadership has an important role in strengthening organizational learning processes, enabling organizations to adapt and thrive in the face of changing challenges.

The study's findings have substantial implications for local government organizations around the world, demonstrating that fostering an environment conducive to innovation and learning can significantly improve organizational adaptability and effectiveness. This contribution is especially essential for academics and practitioners seeking to understand and implement solutions that increase the resilience and performance of public sector organizations in a range of settings.

### **6.3 Limitation and Future Research**

Despite the current research's accomplishments, there are certain limitations to consider. First, data collection is confined to local government organizations in Sakon Nakhon province, thereby limiting the results' application to a larger population. Second, cross-sectional data collection results cannot be explained in terms of causality; instead, they can be interpreted in terms of linkages or interactions. Third, data gathered through self-report surveys may contain some subjective bias. However, many other components, such as good governance, organizational culture, and other management factors, are expected to improve adaptive organizational performance in future research.

## **ACKNOWLEDGEMENT**

### **Ethical Approval and Informed Consent**

The research ethics committee has approved this study, which will follow international guidelines for human research protection such as the Declaration of Helsinki, the Belmont Report, the CIOMS Guideline, and the International Conference on Harmonization in Good Clinical Practice (ICH-GCP), with research certification approval with exemption (Certificate of Exemptions No. COE66/023). The consent statement included in the questionnaire permitted voluntary participation in the study while ensuring privacy and confidentiality. It is vital to respect the participants' wishes and confidentiality.

### Competing Interests

The authors declare that they have no competing interests. The authors state that they have no known conflicts of interest regarding financial interests or interpersonal connections that would have appeared to have an impact on the work presented in this study.

### Statement for Reviewers

The authors would like to thank the anonymous reviewers for their insightful comments and suggestions. The recommendations provide the author with valuable modifications based on the journal contribution.

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