

## The Development of Servant Leadership in Modern Organizational Management According to Good Governance Principles for Effectiveness of The Thailand Association of the Blind

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### ABSTRACT

The purposes of this research were: 1) To study servant leadership factors, modern organizational management factors, good governance management factors, and the overall service effectiveness of the Thailand Association of the Blind's executive committee; 2) To examine the relationships between servant leadership factors, modern organizational management factors, good governance management factors, and the overall service effectiveness of the Thailand Association of the Blind's executive committee; 3) To investigate the direct effects, indirect effects, and total effects of servant leadership factors, modern organizational management factors, and good governance management factors on the service effectiveness of the Thailand Association of the Blind's executive committee. The samples in this study consisted of 472 participants, including executives, vice presidents, committee members, and members of the Thailand Association of the Blind. Data was collected using questionnaires. Statistics employed in this study included percentage, mean, standard deviation, Pearson correlation coefficient, and path analysis. The research findings revealed that: 1) Servant leadership factors, modern organizational management factors, good governance management factors, and overall organizational effectiveness all had high mean values across all factors; 2) The relationships between servant leadership factors, modern organizational management factors, good governance management factors, and overall organizational effectiveness were statistically significant at the .01 level; 3) Servant leadership factors, modern organizational management factors, and good governance management factors had direct effects on organizational effectiveness at a statistically significant level of .01. Servant leadership factors and modern organizational management factors had direct effects on good governance management at a statistically significant level of .01. Servant leadership factors had indirect effects through good governance management factors on organizational effectiveness, with a positive total effect that was statistically significant at the .01 level (TE = 0.38,  $p < 0.01$ ). Similarly, modern organizational management factors had indirect effects through good governance management factors on organizational effectiveness, with a positive total effect that was statistically significant at the .01 level (TE = 0.57,  $p < 0.01$ ). Servant leadership factors, modern organizational management factors, and good governance management factors collectively explained and predicted 77% of organizational effectiveness factors ( $R^2 = 0.77$ ).

**Keywords:** Servant Leadership, Modern Organizational Management, Good Governance, Service Organizational Effectiveness, Thailand Association of the Blind

### 1. INTRODUCTION

Thailand Association of the Blind is a national organization which plays a crucial role in promoting and enhancing the quality of life for the blind in all factors, including education, vocational training, employment, access to information, and social participation. The primary goal is to create equality and improve the quality of life for the blind with dignity. The association's management emphasizes servant leadership factors, where blind leaders and the Blind's executive committee demonstrate dedication and commitment to addressing the needs and developing the potential of blind individuals across the country. This approach aims to foster societal acceptance and support, as well as advocate for constitutional rights and laws related to persons with disabilities (Greenleaf, 1977; Spears, 2010).

For the association's operations to be efficient and effective, several key factors are essential. Strategic leadership focus on promoting continuous learning is critical. Leaders should have a clear vision for organizational learning and foster a culture

of knowledge-sharing and ongoing development by setting a personal example (Channuwong et al., 2018; Ratanasuwanachart & Kongyoungyune, 2024). Additionally, good governance factors are essential for long-term organizational growth. Learning-oriented organizations encourage staff to exchange knowledge and enhance their capabilities, enabling teams to adapt to societal changes effectively (Senge, 1990; Watkins & Marsick, 1993). Transparent and accountable management factors in line with good governance factors creates the organization's credibility and stakeholder increases engagement, the association achieves its goals efficiently and equitably (United Nations, 2007; UNESCAP, 2009).

This research is significant in fostering the sustainability of the Thailand Association of the Blind and inspiring society to embrace the values of equality and fair opportunities for disabilities. Also, servant leadership factors, modern organizational management factors, and good governance management factors as a framework for organizational development will enable the association to comprehensively meet the needs of the blind community. Ultimately, these will contribute to the realization of happiness and social harmony in a sustainable manner (Liden et al., 2014; Alam & Shahid, 2019).

The researchers considered that servant leadership, modern organizational management, and good governance had an effect on service effectiveness of Thailand Association of the Blind. Therefore, the researchers are interested in conducting this research.

### Research Objectives

1. To study the factors of servant leadership, modern organizational management, good governance, and service effectiveness of the Thailand Association of the Blind.
2. To examine the relationship between servant leadership factors, modern organizational management, good governance, and service effectiveness of the Thailand Association of the Blind.
3. To analyze the direct, indirect, and overall influences of servant leadership factors, modern organizational management, and good governance factors on the service effectiveness of the Thailand Association of the Blind.

### Research Hypotheses

Hypothesis 1: There is a statistically significant positive relationship between servant leadership factors, modern organizational management, good governance factors, and service effectiveness of the Thailand Association of the Blind.

Hypothesis 2: Servant leadership factors, modern organizational management, and good governance have statistically significant direct, indirect, and overall influence on service effectiveness of the Thailand Association of the Blind.

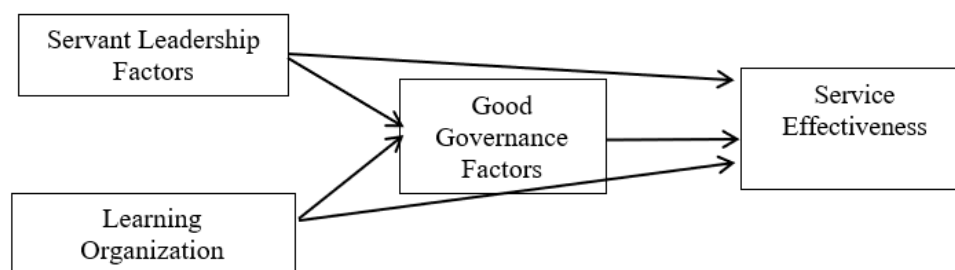


Figure 1: Conceptual Framework of the Research

## 2. LITERATURE REVIEW

In this study, the researcher applied the concept of servant leadership from three scholars: Page and Wong (2000), Spears (2004), and Patterson (2003). The data revealed that while these scholars presented both consistent and differing perspectives on the key characteristics of servant leadership factors, five common elements were synthesized: Firstly, personal characteristics, servant leaders should demonstrate humility, ethics, and genuine love. Secondly, managerial skills, they should possess vision, foresight, and persuasive abilities. Thirdly, follower treatment emphasis should be placed on active listening, understanding others' feelings, caring, and nurturing subordinates. Additionally, fostering good relationships and building trust are essential. Forth, service consciousness, servant leaders must have a strong sense of service, good prioritize, and dedicate themselves for development progressively of both the organization and its members. Lastly, empowerment and participation, they should appropriately delegate authority, encourage participation, and promote sustainable growth within the community or organization. Although each scholar assigns different levels of importance to these characteristics, they all emphasize the core principle of servant leadership. They lead with a commitment to serve and develop others. The servant leadership factors are developed by Kathleen Patterson in 2010, used to measure servant leadership across five dimensions: namely, servant service, listening, honesty, credibility and empowerment.

According to good governance factors concepts from various scholars, these factors have revealed a consistent

presentation of key components. The United Nations Development Programme (UNDP) (1997) emphasized the principles of participation, transparency, and accountability, aligning with the Royal Decree of 2003, which highlights the rule of law, ethics, and cost-effectiveness. Similarly, the Office of the Cabinet Secretariat (2022) and Khamchu et al. (2002) expanded on these principles by incorporating dimensions such as responsiveness, consensus orientation, and equity. Later, Kaewkhosaba (2018) developed a governance assessment tool covering five key dimensions: transparency, accountability, participation, responsiveness to the public, and the rule of law, with clear indicators. This factor can be practically applied to evaluate the level of governance in organizations.

In this study, the researchers adopt the learning organization concept as a variable. The learning organization theory has been developed by several key scholars. Peter Senge, Div Bella, and Nevis (2018) introduced core principles aimed at excellence and knowledge expansion, emphasizing open-mindedness, shared vision creation, and team learning. They also stressed the importance of strategic planning, leadership development factors, and fostering a culture of continuous improvement. Meanwhile, Marsick and Watkins (2003) developed the Dimensions of the Learning Organization Questionnaire (DLOQ), which covers seven key dimensions. There are shared vision, support and emphasis on learning, employee participation, effective communication, teamwork, performance measurement, and evaluation. Each of these dimensions is essential for developing an effective and sustainable learning organization.

Organizational effectiveness factors have been studied and conceptualized by numerous scholars. Hoy and Miskel (2001), Yukl (2012), and Quinn & Rohrbaugh (1983). This factor proposed aligned perspectives on the key components of organizational effectiveness. They include adaptability, integration, capacity development, process reliability, human resource management, and innovation. Notably, Hoy and Miskel (2001) developed an organizational service effectiveness factors, covering five critical dimensions: customer satisfaction, service quality, service efficiency, employee readiness, and service culture. Each dimension plays a crucial role in comprehensively assessing and enhancing organizational effectiveness in service delivery.

### 3. RESEARCH METHODOLOGY

This study is quantitative research which follows the research process outlined as follows:

#### Population and Sample Group

The population scope in this study involves a quantitative research approach, utilizing questionnaires as the primary research instrument. The target population consists of regular individual members, including individuals who are members of the association or members of provincial Associations for the Blind. These provincial associations are regular corporate members of the Thailand Association of the Blind, covering 11 branches nationwide. The sample group for the quantitative research was determined using Yamane Taro's (1973, p.127) formula (cited in Khunkaew, 2017), resulting in a sample size of 393 participants, with a margin of error of 5% or a confidence level of 95%. However, this study utilized an expanded sample size of 472 analysis units, exceeding the initially calculated requirement. Using a larger sample size enhances the accuracy of the findings, as a larger sample helps reduce sampling error and increases the precision of research results (Creswell & Creswell, 2018).

#### Variables Used in the Study

##### Independent Variables

Independent variables are servant leadership factors, good governance factors and modern organizational factors.

Servant leadership factors have five components: Service ( $\alpha = 0.902$ ), Care ( $\alpha = 0.933$ ), Integrity ( $\alpha = 0.799$ ), Trust-building ( $\alpha = 0.893$ ) and Empowerment ( $\alpha = 0.925$ )

Governance Management factors have 5 components; namely Transparency ( $\alpha = 0.911$ ), Accountability ( $\alpha = 0.883$ ), Participation ( $\alpha = 0.813$ ), Responsiveness to the public ( $\alpha = 0.917$ ) and Rule of law ( $\alpha = 0.934$ )

Modern Organizational Management Factors Based on Learning Organization Concepts has seven components: Shared vision ( $\alpha = 0.894$ ), learning support ( $\alpha = 0.931$ ), learning emphasis ( $\alpha = 0.935$ ), employee participation ( $\alpha = 0.887$ ), effective communication ( $\alpha = 0.916$ ), team working ( $\alpha = 0.901$ ) and measurement and evaluation ( $\alpha = 0.922$ ).

##### Dependent Variables

Dependent variable was service effectiveness consisting of customer satisfaction ( $\alpha = 0.956$ ), service quality ( $\alpha = 0.923$ ), service efficiency ( $\alpha = 0.921$ ), employee readiness ( $\alpha = 0.926$ ) and service culture ( $\alpha = 0.921$ ) respectively.

#### Data Collection Instruments

The data collection tool in this research is a Research Questionnaire, which serves as an instrument for gathering quantitative data. As for the questionnaire, the researchers studied various concepts and theories from relevant documents and research to develop a closed-ended questionnaire structured into four sections:

Section 1 – A Rating Scale questionnaire contained 15 questions, related to servant leadership factors.

Section 2 – A Rating Scale questionnaire contained 21 questions about modern organizational management factors based on the learning organization concept.

Section 3 – A Rating Scale questionnaire contained 15 questions about good governance factors.

Section 4 – A Rating Scale questionnaire contained 15 questions about organizational effectiveness factors.

#### Development and Validation of Research Instruments

To ensure accuracy and reliability, the researchers conducted the following validation processes. According to Content Validity – The questionnaire was reviewed by 10 experts to assess the consistency between the questions and the research objectives. The Content Validity Index (CVI) was calculated, resulting in an S-CVI score of 0.95. Also, Reliability Testing – The questionnaire was tested with 30 employees who were not part of the study sample. The overall reliability score obtained was 0.80.

**Data Collection** The researchers distributed questionnaires, collected data from 11 branches of organizations under the Thailand Association of the Blind nationwide. The Total population showed 22,029 individuals. The sample size for this study was 392 participants, determined using Yamane Taro's formula for sample size calculation.

To ensure adequate data collection, the researchers distributed 500 questionnaires to members of the Thailand Association of the Blind, receiving 472 completed responses. This exceeded the required sample size based on Krejcie and Morgan's (1970) table at a 95% confidence level.

A sample size seemed much larger than the recommended value. It enhanced accuracy by reducing sampling error and increasing the precision of research findings (Creswell & Creswell, 2018).

#### Statistical Data Analysis

The researchers used both descriptive statistics and inferential statistics for data analysis and hypothesis testing with the following details: 1) Descriptive Statistics calculated the mean values of variables related to servant leadership factors, modern organizational management factors, good governance factors, and organizational effectiveness factors. 2) Pearson Correlation Analysis was used to examine the relationships between variables. 3) Path Analysis was conducted to study a relationship and the direct effects, indirect effects, and total effects of servant leadership factors, modern organizational management factors, and good governance management factors on the service effectiveness of the Thailand Association of the Blind's executive committee.

#### Research Findings

##### The Results of Analysis on Servant Leadership Factors

The respondents' opinions on the servant leadership factors of the Thailand Association of the Blind's executive committee in total, were at a high level ( $M = 3.84$ ,  $SD = 0.48$ ). When examining each aspect, the findings revealed that integrity had the highest mean score at a high level ( $M = 3.86$ ,  $SD = 0.52$ ), followed by empowerment ( $M = 3.85$ ,  $SD = 0.48$ ), care ( $M = 3.84$ ,  $SD = 0.50$ ), building trust ( $M = 3.84$ ,  $SD = 0.55$ ) and service orientation ( $M = 3.83$ ,  $SD = 0.52$ ) (Table 1)

**Table 1: Mean and Standard Deviation of Servant Leadership Factors in Overall and Each Aspect**

Information	M	SD	Level	Rank
1. Service Orientation	3.83	0.52	High	5
2. Care	3.84	0.50	High	4
3. Integrity	3.86	0.52	High	1
4. Building trust	3.84	0.55	High	3
5. Empowerment	3.85	0.48	High	2
<b>Total</b>	<b>3.84</b>	<b>0.48</b>	<b>High</b>	

##### The Results of Analysis on Governance Factors

The good governance factors of The Thailand Association of the Blind's executive committee, in overall, were at a high level ( $M = 3.83$ ,  $SD = 0.46$ ). When considering each aspect, the aspect of participation had the highest mean score at a high level

(M = 3.87, SD = 0.48), followed by rule of law (M = 3.84, SD = 0.50), responsiveness (M= 3.83, SD = 0.49), responsibility (M= 3.83, SD = 0.49) and transparency (M = 3.80, SD = 0.52) (Table 2).

**Table 2: Mean and Standard Deviation of Good Governance Factors in Overall and in Aspect**

Information	M	SD	Level	Rank
1. Transparency	3.80	0.52	High	5
2. Responsibility	3.81	0.51	High	4
3. Participation	3.87	0.48	High	1
4. Responsiveness	3.83	0.49	High	3
5. Rule of law	3.84	0.50	High	2
<b>Total</b>	<b>3.835</b>	<b>0.467</b>	<b>High</b>	

### The Results of Analysis of Modern Organizational Management Factors in Learning Organizations

The factors of modern organizational management in the learning organization of The Thailand Association of the Blind's executive committee, in overall, were at a high level (M = 3.82, SD = 0.49). When considered by each aspect, it was found that evaluation and assessment had the highest average mean value at a high level (M = 3.85, SD = 0.51), followed by learning support (M= 3.84, SD = 0.50), shared vision (M= 3.83, SD = 0.50), employee participation (M = 3.82, SD = 0.53), team working (M = 3.82, SD = 0.51), and learning emphasis (M= 3.78, SD = 0.55) respectively (Table 3).

**Table 3 shows the mean and standard deviation of the factors in modern organizational management, a learning organization (LO), both overall and categorized by each aspect.**

Information	M	SD	Level	Rank
1.Shared vision	3.83	0.50	High	3
2.learning support	3.84	0.50	High	2
3.Learning emphasis	3.78	0.55	High	7
4.Employee participation	3.82	0.53	High	5
5.Effective communication	3.80	0.56	High	6
6. Team working	3.82	0.53	High	4
7.Evaluation and Assessment	3.85	0.51	High	1
<b>Total</b>	<b>3.82</b>	<b>0.49</b>	<b>High</b>	

### Results of the Analysis of Organizational Service Performance

The service effectiveness of the Thailand Association of the Blind in overall was at a high level (M = 3.88, SD = 0.50). When considering each aspect, it was found that service culture had the highest mean value at a high level (M= 3.96, SD = 0.60), followed by employee readiness (M= 3.90, SD = 0.56), service quality ( M = 3.85, SD = 0.51), customer satisfaction ( M = 3.84, SD = 0.54), and service efficiency (M= 3.82, SD = 0.51) respectively (Table 4).

**Table 4: Mean and Standard Deviation of Service Effectiveness of the Thailand Association of the Blind**

Information	M	SD	Level	Rank
1.Customer Satisfaction	3.84	0.54	High	4



2.Service Quality	3.85	0.51	High	3
3.Service Efficiency	3.82	0.51	High	5
4. Employee Readiness	3.90	0.56	High	2
5.Service Culture	3.96	0.60	High	1
Total	<b>3.880</b>	<b>0.50</b>	<b>High</b>	

#### The Results of the Analysis on the Relationship Between Servant Leadership Factors, Modern Organizational Management factors, Learning Organization, Governance Factors, and Organizational Service Performance of The Thailand Association of the Blind

The correlation analysis results revealed that the relationship between the servant leadership factors, modern organizational management factors, the learning organization factors, good governance factors, and organizational service performance of The Thailand Association of the Blind is positively significant at the 0.01 level. Servant leadership revealed a statistically significant positive relationship with good governance at the 0.01 level, with a correlation coefficient ( $r = 0.935$ ), which was at a high level. Servant leadership had a statistically significant positive relationship with modern organizational management factors at the 0.01 level, with a correlation coefficient ( $r = 0.926$ ), which was at a high level. Servant leadership factors also had a statistically significant positive relationship with organizational service performance, with a correlation coefficient ( $r = 0.880$ ), which was at a high level. Good governance factors had a statistically significant positive relationship with modern organizational management factors at the 0.01 level, with a correlation coefficient ( $r = 0.950$ ). Good governance factors also had a statistically significant positive relationship with organizational service performance, with a correlation coefficient ( $r = 0.909$ ), which was at a high level. Modern organizational management factors showed a statistically significant positive relationship with organizational service performance factors, with a correlation coefficient ( $r = 0.894$ ), which was at a high level.

**Table 5: Correlation Coefficients among Servant Leadership Factors, Learning Organization factors, Good Governance factors, and Service Effectiveness of The Thailand Association of the Blind**

Variables	SL	GG	LO	SE
Servant Leadership Factors (SL)	1	.935**	.926**	.880**
Good Governance Factors (GG)		1	.950**	.909**
Learning Organization (LO)			1	.894**
Service Organizational Effectiveness (SE)				1

\*\*  $p < .01$

#### The Results of Analysis on the Influence of Servant Leadership, Learning Organization Factors, Good Governance Factors on Service Effectiveness of The Thailand Association of the Blind

Total Effects (TE) namely, servant leadership (SL) had an overall influence on GG ( $\beta = 0.376$ ) and an overall influence on SE ( $\beta = 0.375$ ). Modern Organizational Management factors based on the Learning Organization (LO) concept had an overall influence on GG ( $\beta = 0.560$ ) and an overall influence on SE ( $\beta = 0.570$ ).

Indirect Effects (IE) were servant leadership (SL) and modern organizational management factors (LO) had no indirect influence on GG. Servant leadership (SL) had an indirect influence on SE ( $\beta = 0.210$ ). Modern organizational management factors in learning organization (LO) had an indirect influence on SE ( $\beta = 0.312$ ).

Direct Effects (DE) were servant leadership (SL) had a direct influence on GG ( $\beta = 0.376$ ) and a direct influence on SE ( $\beta = 0.165$ ). Learning Modern Organizational Management (LO) had a direct influence on GG ( $\beta = 0.560$ ) and a direct influence on SE ( $\beta = 0.258$ ). Good Governance (GG) had a direct influence on SE with statistical significance at the 0.01 level.

According to Coefficient of Determination ( $R^2$ ), the GG variable revealed 85% of the variance ( $R^2 = 0.85$ ). The SE variable explained 77% of the variance ( $R^2 = 0.77$ ). This model was a Saturated Model, which showed perfect fit with Chi-Square = 0.00,  $df = 0$ ,

P-value = 1.000, and RMSEA = 0.000.

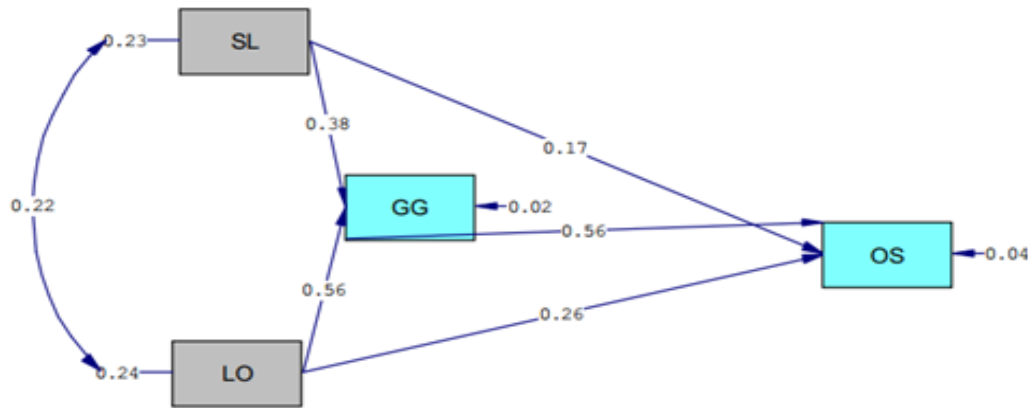


Table 6 The Weight Values of Independent and Dependent Variables

Predictor variable	SL			LO			GG			R <sup>2</sup>
Predicted variable	TE	DE	IE	TE	DE	IE	TE	DE	IE	
GG	0.38**	0.38**		0.56**	0.56**					0.85
SE	0.38**	0.17**	0.21**	0.57**	0.26	0.31**	0.56**	0.56**		0.77

#### 4. CONCLUSION AND DISCUSSION

From the research findings above, the following key points can be discussed follows:

##### 1.Servant Leadership Factors of the Blind Association of Thailand.

In overall, the servant leadership factors were assessed as high across all dimensions, especially in terms of integrity (SL3), care (SL2), and trust-building (SL4). This showed that the leadership of the association must uphold ethical values, integrity, and responsibility to build trust and acceptance among members. Additionally, the service aspect (SL1), which refers to serving the members, is a core part of servant leadership. This is consistent with Greenleaf's (1996) idea that service is a crucial duty of leadership. Leaders must take care of followers, help and support them to have a good life.

2.The good governance factors of the Thailand Association of the Blind is rated highly in all aspects, particularly in participation (GG3), public responsibility (GG2), and rule of law (GG5). This reflects efforts toward transparent management with regulations that meet the needs of members and related sectors. It aligns with statements from the association's leaders who emphasize providing opportunities for staff, members, and outsiders to participate in decision-making and operational planning, such as setting policies and management in accordance with ethics and fairness. It also aligns with research conducted by Wongmajarapinya et al. (2024) and the World Bank (1992), which found that equal responsiveness to all communities and adherence to principles of justice are the important components leading to a peaceful society.

3.The Thailand Association of the Blind showed a path to developing into a learning organization. In overall, all aspects are rated highly, particularly in shared vision (LO1) and learning support (LO2), which play a key role in organizational development through creating awareness of shared goals, continuous learning, and building teamwork in a supportive atmosphere for promoting innovation. This also includes measurement and evaluation (LO7), which had the highest average mean score. This is consistent with the studies of Thepsang's (2013) and Sirathanakul et al. (2023) which suggested that leadership focused on creating a vision and continuous collaboration can support organizational change and long-term success.

4. In overall, the service effectiveness of the Blind Association of Thailand remains high across all dimensions, particularly in customer satisfaction (SE1) and service quality (SE2), focusing on consistently and transparently meeting the needs of members. The association also has well-prepared personnel (SE4) to deliver fast and quality services. This is consistent with Koontz & Schimmel's (1982) concept, which considers the skills of personnel and good internal relations as supporting factors for improving organizational effectiveness. Moreover, the service culture (SE5) continues to be promoted through training and developing staff potential to adapt and create value for members at all levels.

In overall, the study on the influence of servant leadership factors, modern organizational management factors, and good

governance management factors on the service effectiveness of the Blind Association of Thailand showed that all three factors had both direct and indirect influences on organizational management factors. Similarly, in terms of conceptual framework, servant leadership factors had an influence on governance ( $\beta = 0.376$ ) and organizational management factors ( $\beta = 0.375$ ). Modern organizational management had an influence on good governance factors ( $\beta = 0.560$ ) and organizational management factors ( $\beta = 0.570$ ). Regarding indirect influence, servant leadership factors had an influence on organizational management factors ( $\beta = 0.210$ ) and modern organizational management factors influences it ( $\beta = 0.312$ ) through governance. In terms of direct influence, servant leadership factors had an influence on governance ( $\beta = 0.376$ ) and organizational performance ( $\beta = 0.165$ ), while modern organizational management had an influence on governance ( $\beta = 0.560$ ) and organizational management factors ( $\beta = 0.258$ ). This is consistent with research by Channuwong (2018) and Phra Maha Chai Buranachai (2022), who found that leadership and governance management factors have a strong relationship with organizational management factors, especially in terms of rule of law, participation, and transparency, which significantly had an influence on organizational effectiveness. Good Governance factors variables can explain 85% of the variance ( $R^2 = 0.85$ ), and organizational management factors variables can explain 77% of the variance ( $R^2 = 0.77$ ).

### Recommendations

1. The Blind Association of Thailand should implement the characteristics of servant leadership and modern organizational management or learning organization and good governance to increase service effectiveness of the association.
2. There should be a study on the development of human resources at the Thailand Association of the Blind in the 21st century to enhance the learning, skills, and potential of visually impaired members of the association.
3. Quantitative research should be conducted on learning management in the 21st century using professional learning communities under the jurisdiction of Bangkok. This should involve component analysis, multilevel analysis, and the management of learning in the 21st century.

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