

Guidelines for Enhancing Ethical Leadership in the 21st century for School Administrators Under the Sukhothai Primary Educational Service Area Office, Area 2

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Abstract

The aims of this research are to 1) study the conditions for fostering ethical leadership in the 21st century among school administrators. Under the jurisdiction of the Sukhothai Primary Educational Service Area Office, Area 2, Thailand, and 2) propose guidelines for strengthening ethical leadership in the 21st century of educational institution administrators. Under the Sukhothai Primary Educational Service Area Office, Area 2, Thailand, this is descriptive research. The group of informants in the research were nine school administrators using purposive sampling. The research instrument was a semi-structured interview form. Data were analysed using content analysis. The research results found that.

1) Conditions for enhancing ethical leadership in the 21st century among educational institution administrators. Under the jurisdiction of the Sukhothai Primary Educational Service Area Office 2, Thailand, it was found that the conditions for fostering ethical leadership in the 21st century among school administrators have 6 elements, consisting of 1) justice, 2) honesty, 3) respect for others. Other 4) Responsibility 5) Kindness 6) Self-control.

2) Guidelines for enhancing ethical leadership in the 21st century among school administrators. Under the jurisdiction of the Sukhothai Primary Educational Service Area Office, Area 2, Thailand, it was found that there should be guidelines for strengthening for educational institution administrators. By applying the principles of good governance Adhere to the principles of morality, ethics, adhere to the principles of democracy. Use the rule of law in complying with various laws and regulations with transparency. Honest Can be checked transparently Adhere to the principles of participation Respect others Be responsible in your duties Know how to control yourself Limited resources are used efficiently. Set a good example in working so that work is efficient and effective.

Keywords: ethical leadership, 21st century, educational institution administrators

1. Introduction

The challenges of the 21st-century world include external pressures such as changes in the global economic and social context. due to the digital revolution (Digital Revolution) changes Toward Industry 4.0 (The Fourth Industrial Revolution) operations to achieve development goals Sustainable Development Goals of the United Nations 2030 (Sustainable Development Goals: SDGs) that Thailand has ratified. Including the impact of becoming an ASEAN community. and the need for skilled manpower in the 21st century, together with pressures from within the country from changes in the population structure that allowed the country to enter a completely aging society shortly, being trapped in a middle-income country, attitudes, beliefs, values, culture, and behaviours of the population that has changed in line with globalization The country's economic growth has resulted in the rapid destruction and degradation of natural resources. Including the education system that still has many problems. From quality problems for Thai people of all ages to quality problems and standards of education at all levels. Weaknesses of the education system and personnel development in science, English, technology, and educational management of educational institutions that are not yet appropriate Lack of

flexibility There is still inequality in educational opportunities and equality. Including problems of morality, ethics, and lack of awareness of the importance of discipline. honesty affects the system Education must be adjusted to meet and accommodate such challenges. Ministry of Education. (2017)

Morals and ethics are considered an important basis for every person and every profession. If any person or any profession does not have morality and ethics as the basic principle, then it will be difficult to move toward success for oneself and that profession. Even worse is the lack of morality and ethics both personally and professionally. It may have serious consequences for oneself. society and professional circles in the future as well This can be seen from the crisis of faith in many professions today. Both the teaching profession, doctors, police, military, politicians, government, etc. Therefore, it is said that we cannot create good teachers based on bad people. and cannot create good doctors, police officers, soldiers, and politicians. If those people have bad character and behavior. As the royal advice of His Majesty King Bhumibol Adulyadej His Majesty Bhumibol Adulyadej the Great, King Rama IX of the Chakri Dynasty In the royal ceremony of worshipping His Majesty King Maha Chakri Sirindhorn at Sanam Luang on Monday, April 5, 1982, it was stated that “To do work to achieve desired results. that is, to be beneficial and fair as we cannot rely on knowledge alone It is necessary to rely on honesty. altruism righteousness and fairness consist of that knowledge It's like an engine that only makes a vehicle move. As for the morality mentioned above It is like a steering wheel or a rudder. Which is a factor that leads the vehicle to proceed in the right direction with happiness, safety, and achieving its objectives.” Ethics is therefore important in society. that will bring happiness, peace, and progress to that society Because when people in society have ethics The mind will be noble, clean, and bright in the mind. No matter what work you do, it will not cause trouble. Do not cause suffering to yourself and others. Be a valuable and useful person and create goodness that is beneficial to the country (Chaichomphu, 2014).

Education is an important factor in developing human beings to have skills, characteristics, and competencies in engaging in a career. and living happily with others in society which will lead to stability and stability of society and the nation Amidst the rapid changes in the world today (Ministry of Education. (2020), educational administrators Therefore, it plays an important role in driving the implementation of the educational focus and policy. To develop and produce manpower, it is necessary to set human resource development goals and plans. Production to prepare manpower to enter the labor market that is ready for change.

National Education Act B.E. 2542 and its amendments (No. 2) B.E. 2002 on national education Emphasis is placed on the development of individuals through the learning process for the prosperity of individuals and society. Which according to the intent of this National Education Act is to strengthen morality and ethics, which focuses on organizing education in the form of a teaching and learning process to strengthen morality and ethics systematically. The goal is to provide Thai people in the new era Have morality, morality, ethics, values, conscience, and pride in being Thai. (Office of the National Education Commission, 2002) Organizing the education system to achieve the goals mentioned above. To be successful, educational institution administrators must understand the situation in the world of globalization that is constantly changing. and taking into account the highest benefits of the group, society, and nation as an important principle Not looking for only personal benefits by overlooking good morals and ethics, which will allow the organization to progress sustainably forever (Vajiramedhi, 2007).

One important factor for success or failure in education and administration. The management of the educational institution is educational institution administrators This is because executives play an important role in setting management policies and initiatives in planning, managing, supervising, and implementing improvements to solve various problems. Achieve results according to the goals set. Executives are therefore influential people who can affect every possibility This is consistent with (Wechayalak, 2023) who mentioned the importance of leadership as the key that indicates effective performance of duties. Therefore, if executives have leadership with multiple intelligences, it will help in inducing, persuading, motivating, and building confidence. inspire Let personnel work with a willingness to Cooperate in activities until the set objectives are achieved. Affects efficiency and work effectiveness Therefore, for the management of educational institutions to be effective and proceed towards success. Therefore, executives must have good characteristics including expertise. data synthesis creativity Respect and honor for people in the organization and most importantly, good behavior and ethics.

Therefore, the researcher is interested in studying the conditions for enhancing ethical leadership in the 21st century among school administrators. and guidelines for strengthening ethical leadership in the 21st century of school administrators to use the results of the study to develop ethical leadership in the 21st century of school administrators to use in the management of educational institutions. Effective And the Educational Service Area Office can use the study results as information for planning to develop ethical leadership in the 21st century for

school administrators. To achieve maximum efficiency in the management of educational institutions.

2. Method

Step 1 The research model

This research is descriptive research. By interviewing experts about the conditions and guidelines for enhancing ethical leadership in the 21st century among school administrators under the Sukhothai Primary Educational Service Area Office 2, Thailand.

Step 2 Populations and samples

The population used in the study consists of the main target groups: 1) administrators of educational institutions under the Sukhothai Primary Educational Service Area Office, Area 2, Thailand, who have the qualifications of educational institution administrators who have been in government service for 5 years or more have never been disciplined. The educational institution passed the OBEC Moral School Assessment at the 3-star level and received the Moral Teacher Award. Excellent level There were a total of 9 people in the research sample, consisting of

1) 9 educational institution administrators under the Sukhothai Primary Educational Service Area Office, Area 2, Thailand, using purposive sampling

Step 3 Tools used in research

The tools used to collect data consisted of

1) a document analysis form

2) a semi-structured interview form on the topic of ethical leadership in the 21st century of administrators of educational institutions under the Sukhothai Primary Educational Service Area Office, Area 2, Thailand.

Step 4 Data collection

1) Documentary Study by collecting information from documents, books, journals, both theoretical Related concepts and research to use the obtained data to analyse the study issues.

2) Situational Analysis is the collection of qualitative data. By synthesizing relevant documents and research. Interview with educational institution administrators the tools used are Semi-structured interview on the condition of ethical leadership in the 21st century among school administrators under the Sukhothai Primary Educational Service Area Office 2, Thailand.

Step 5 Data analysis

Qualitative data the research team analysed the data according to the study aims using data analysis and interpretation methods. (Interpretation) obtained from document analysis and interviews. To summarize issues according to data groups and analyse data relationships.

3. Results

For the research at this time, the research team has classified the data obtained from the study and presented the research results according to the determined objectives. The study results can be summarized as follows:

1. Results of the study of the conditions for promoting ethical leadership in the 21st century among school administrators. Under the jurisdiction of the Sukhothai Primary Educational Service Area Office, Area 2, Thailand, it was found that.

1.1) Justice It should be greatly strengthened. Because according to legal or moral principles, justice is something that leaders must adhere to as the first thing in management. To make the organization fair, unbiased, impartial, righteous, and virtuous. The organization accepts and respects any decision that must be decided Leads to the development of the organization operating smoothly. Achieve target results and have quality.

1.2) Honesty is the first basic qualification of an educational institution administrator. It is very important in the work of agencies, organizations, and government officials. There is no need to divide gender, age, educational background, or occupation, which is the basis for living and working, making it trustworthy. From coworkers or supervisor reliability Receive recognition and good mention from people around you.

1.3) Respect for others. It is very important to control yourself, control people, and control work. There should be honor, praise, and respect for the ideas of people in the organization. It is an indicator of both personal and collective prosperity, accepting the differences of each person. Respect means Awareness of the goodness of a person or anything It is an appropriate expression of sincere respect. both in front and behind in addition to

respecting others You must know how to respect yourself. Practicing from the heart It's not just worshipping. This results in our organization being a happy organization.

1.4) Responsibility Educational institution administrators in the organization are responsible for matters that occur. must be the decision maker If there is a lack of responsibility It will result in distrust, distrust, and disrespect among personnel within the organization. Educational institution administrators have very important roles, duties, and responsibilities. To complete the mission according to the goals promptly and with good results, responsibility is the behavior of a person who expresses himself by performing his work duties with interest. Be attentive, do not avoid, do not neglect, and support the results of your actions. and try to improve the work even further Responsibility is an important virtue in organizational development. 1.5 Kindness and kindness There is a need to use kindness and compassion. Because it is a desire for others to be happy. Helping others escape suffering expresses feelings of pity. sympathize with others feel forgiving each other Know how to share and be willing to help others wholeheartedly. Acceptance of what other people can treat people with love and gentle understanding in times of suffering Mistakes and failures.

1.5) Kindness and kindness There is a need to use kindness and compassion. Because it is a desire for others to be happy. Helping others escape suffering expresses feelings of pity. sympathize with others feel forgiving each other Know how to share and be willing to help others wholeheartedly. Acceptance of what other people can treat people with love and gentle understanding in times of suffering Mistakes and failures.

1.6) Self-control Demonstration of emotional maturity of executives Being a good manager requires proper self-control. Know how to keep your emotions in check, your behavior, and your words, and think carefully before speaking. or show any kind of behavior It is a process by which a person should use methods to change undesirable behavior into desired behavior. Self-control is the foundation that will make us successful in the long run. And it is what determines whether we will be successful. The use of emotional intelligence can be used in conjunction with self-control.

2. Proposing guidelines for enhancing ethical leadership in the 21st century among school administrators. Under the jurisdiction of the Sukhothai Primary Educational Service Area Office 2, Thailand, it was found that.

2.1) in terms of justice Administrators should have principles of management in the school. neutral Practicing in the middle way Not too tight Not too slack in operating, living, and using in the management of the organization Be neutral and not biased towards any one side. I don't love anyone. And don't blame anyone. Everyone has different advantages and disadvantages. Everyone has abilities. There is equality.

2.2) in terms of honesty Should adhere to Dhamma principles Morality, ethics, and good governance principles that are equivalent to international criteria It is the principle in managing an organization. and being a good example to subordinates Cultivate awareness and create awareness about honesty within the organization. Organize training on morality and ethics of honesty Administrators must encourage and support teachers to participate in activities. There is self-assessment and evaluation of co-workers regarding honesty and integrity. To use the results to develop and improve further. and be able to manage and lead the organization to develop and move forward with accuracy, stability, and efficiency.

2.3) Respect for others Raise awareness Must respect others both in front of and behind their backs. When the personnel in the organization are successful You should admire your success. To build morale and encouragement for coworkers. Be honest with everyone in words or gestures. Including various support always Respect and acceptance of others' abilities Using polite speech Knowing how to be humble, knowing how to show compassion for others and not being selfish. Always consider other people. Show appropriate respect and Emotionally mature Analyze and distinguish problems that arise. Dominate yourself, dominate people, and dominate your work consistently and sincerely with everyone you work with without discrimination. and act as a good example.

2.4) Responsibility Educational institution administrators should act as a good example. Do not abandon or neglect your duties. Accept everything you do. Intention to work to achieve success Be interested and attentive to responsible work by setting management policies that focus on results. Support and assist subordinates in performing assigned tasks efficiently. There is a new paradigm in performing government duties with righteous judgment honor and trust in subordinates. and can win the hearts of subordinates Promote and support subordinates to be responsible in their work by providing opportunities for initiative, creativity, and displaying knowledge and abilities to further develop the educational institution.

2.5) Compassion and kindness. Executives should pay attention to, care for, and support the work of their subordinates. Advise with kindness and good wishes, creating a happy working atmosphere. If work encounters

obstacles, you should ask about the problem. Suggestions for solutions stay neutral Do not take sides with any side. To ensure fairness in administration, not bias, and assist equally. Viewed as something that must be done Normal emotions of every human being and it's something that we should do to each other. Peace should be chosen over conflict. Having morality over evil thoughts and actions. Be sincere and have good intentions and show friendliness to others Listen to others sincerely and with compassion. Listening carefully and sincerely caring about the other person opens the mind to various problems. It is having compassion for others. and take care of him, take care of us, take care of us This creates a good relationship that will help promote efficient management.

2.6) Self-control Executives should have a positive attitude towards things. and give importance to what is necessary in life Know your worth and the heart to speak your mind in a way that allows others to speak Set concrete goals Have specific, measurable, and achievable goals. And there is a time limit to achieve the goal. Practice mindfulness and meditation to become more aware of your thoughts and emotions. Stay calm in stressful situations or have dissatisfied thoughts Change negative thoughts into positive thoughts. and more reasonable Know your self-awareness Practice controlling your own emotions and becoming emotionally intelligent. Knowing how to deal with your own emotions and impulses Use Dhamma principles in your life and work. Practice analytical thinking and synthesis in the ongoing story. Think and reflect on yourself and be always mindful.

4. Discussion

1. Conditions for promoting ethical leadership in the 21st century according to the opinions of school administrators under the Sukhothai Educational Service Area Office, Area 2, Thailand.

1.1) Justice aspect It should be greatly strengthened. Because according to legal or moral principles, justice is something that leaders must adhere to as the first thing in management. To make the organization fair, unbiased, impartial, and righteous. This is because the justice of the executives affects the culture and efficiency of the organization. Help create a fair atmosphere. and promote mutual trust This is consistent with (Makmeesap, 2013) who stated that justice means fairness, righteousness, and action that is right with reason and is necessary for society. Any society that lacks justice will suffer chaos and not peace. There will inevitably be conflict and destruction. As a school administrator, we must uphold that fairness. cannot satisfy everyone Justice is therefore an important moral and ethical virtue of school administrators who will see their ideas as being free from bias. to subordinates be kind to Both body, speech, and mind When administrators are fair, it results in efficiency in organizing teaching and learning in the school, which runs smoothly without causing chaos.

1.2) Honesty is the first basic qualification of an educational institution administrator. It is very important in the work of agencies, organizations, and government officials. Gain trust from co-workers or supervisor reliability Receive recognition and good mention from those around you. This is because honesty of management is one of the important characteristics of management. It also affects the image and trust of other people working together in the organization. The Council Ministry of Education (2017) which states that the honesty of executives is conduct that is appropriate and true to reality Behave like Be straightforward in body, speech, and mind, both to yourself and others. It is an ethics that emphasizes honesty towards oneself, one's work, promises, conventions, laws, and good correctness.

1.3) Respect for others It is very important to control yourself, control people, and control work. There should be honour, praise, and respect for the ideas of people in the organization. It is an indicator of both personal and collective prosperity, accepting the differences of each person. This is because it is an important attitude in building society. and good management Shows acceptance of diversity respect for differences and giving value The rights of others are consistent with the Office of the Permanent Secretary, Ministry of Education (2017), which states that respecting others means not using one's rights and freedoms to infringe on the rights and freedoms of others. Respect others who are different from yourself in terms of lifestyle. beliefs and ideas and respect the human dignity of others View people in society as equal.

1.4) Responsibility Educational institution administrators in the organization are responsible for matters that occur. must be the decision maker If there is a lack of responsibility It will result in distrust, distrust, and disrespect among personnel within the organization. Educational institution administrators have very important roles, duties, and responsibilities. To complete the mission according to the goals in a timely manner and with good results, this is because it is an important guideline for managing the organization. Responsible executives Will behave in a manner that demonstrates readiness to be responsible for the operations of oneself and the educational institution Consistent with Chujeen (2016) stated that Management's responsibilities are to work according to the organization's management structure. Awareness of rights, duties, and awareness of social

responsibility. caring about problems public of the country and is enthusiastic in solving problems as well as respect for different opinions and the courage to accept the consequences of one's actions.

1.5) Kindness and kindness There is a need to use kindness and compassion. Because it is a desire for others to be happy. Helping others escape suffering It expresses feelings of pity. sympathize with others feel forgiving each other Know how to share and be willing to help others wholeheartedly. This is because it is an important feature in management, understanding, and feeling feelings. Other people's views and experiences These things will make executives connect with people in the organization and promote a working atmosphere that is full of understanding. This is consistent with Waichompoo & Suwannatchot (2017) who stated that the benevolence of executives is educational administrators give love Having good intentions for others, one should treat subordinates as co-workers. Not a subordinate who loves Kindness occurs when executives see the good things in their co-workers.

1.6) Self-control. Demonstration of emotional maturity of executives Being a good manager requires proper self-control. Know how to keep your emotions in check. Think carefully before speaking. or show any kind of behaviours Individuals use the process of managing their emotions to change undesirable behaviours into desired behaviours. This is due to It is an important characteristic that administrators should develop, which is controlling behaviours, and emotions, and responding to their own needs in various situations. Consistent with the content, Mukdee (2016) gave the meaning of self-control as a characteristic of a person who can use the process of adjusting or dealing with their emotions. from unwanted behaviours for change to desired target behaviours by using their ability to control, it takes patience or sacrifice to carry out that behaviours. in the right quantity and quality over a long enough period to lead to results is to be able to control oneself in the future.

2. Proposing guidelines for enhancing ethical leadership in the 21st century among school administrators. Under the Sukhothai Primary Educational Service Area Office, Area 2, Thailand.

2.1) Justice There should be principles of management in schools. neutral Not too tight Not too slack There are principles for living life. and used in the management of the organization Be neutral and not biased towards any one side. I don't love anyone. And don't blame anyone. This is because fairness helps in creating an equitable organizational culture. Everyone will receive equal opportunities and rights to develop and advance in their work. Helps reduce conflicts in the organization Because everyone has confidence in fair decision-making and management. This is consistent with Somchai Thepsaeng and Songbandit (2014) who stated that Justice administrators should have guidelines for developing school administrators in justice. By treating with equality Morality based on ethics Be fair and not wavering. without bias towards any party good leaders put problems at the center of decision-making. No one should be treated any differently unless specific circumstances demand it. Principles of justice include: An equal share is divided according to individual needs. according to individual rights according to the efforts of each person according to social performance and goodness and honesty respect for others responsibility kindness Self-control.

2.2) Honesty Educational institution administrators should be honest and adhere to principles of morality, ethics, and good governance that are equivalent to international criteria. Be a good example to your subordinates. Cultivate awareness and create awareness about honesty within the organization. Organize training on morality and ethics in the matter of honesty Administrators must encourage and support teachers to participate in activities. There is self-assessment and evaluation of co-workers regarding honesty and integrity. To use the results to develop and improve further. and be able to manage and lead the organization to develop and move forward with accuracy stability and efficiency This is because honesty helps build trust in the organization. Including building trust between administrators and personnel in educational institutions. If the executives are honest Teachers and personnel will feel confident and have stability in the educational institution, consistent with Thawinkarn (2018) who found that administrators' behavior demonstrates honesty. This is a guideline for developing school administrators in terms of honesty by conducting themselves appropriately. Be straightforward and truthful, open, and transparent in performing your duties both to the organization and to others. This aspect of honesty is very important in creating a good image for the educational institution. Because school administrators are honest, it will lead to transparent management. can be checked.

2.3) Respect for others educational institution administrators should create awareness of the need to respect others both in front of and behind their backs. When the personnel in the organization are successful You should admire your success. To build morale and encouragement for coworkers. Be honest with everyone neither words nor gestures Including various support always Use polite speech Know how to be humble, know how to show compassion for others, and not be selfish. Always consider other people. Show appropriate respect and emotional maturity Analyze and distinguish problems that arise. Dominate yourself, dominate people, and dominate your

work consistently and sincerely with everyone you work with without discrimination. and act as a good example This is due to Respect for others being an important part of the executive role. Because it has a positive effect on the working atmosphere. Relationships between teams and the success of the Organization Respect for others is not only an expression of etiquette and cultural values but is also a key to creating a strong foundation for the development and success of educational institutions. Consistent with Bunsuk, Meekhun, Rasanon, & Somprasong (2018) stated that Acceptance and awareness of the value of one's good qualities of others, of fellow human beings, and universal things Therefore, guidelines for developing school administrators regarding respect for others by expressing behavior humbly and gently with others. both in front of and behind Do not offend and do not violate the rights of others.

2.4) Responsibility Educational institution administrators should act as a good example. Do not abandon or neglect your duties. Accept everything you do. Intention to work to achieve success Be interested and attentive to the work that is responsible for setting policy. Results-oriented management Support and assist subordinates in performing assigned tasks efficiently. There is a new paradigm in performing government duties and is a role model with good judgment. Honor and trust subordinates. and can win the hearts of subordinates Promote and support subordinates to be responsible in their work by providing opportunities for initiative, creativity, and displaying knowledge and abilities. This is because responsibility helps build trust between administrators and personnel in educational institutions. When executives are responsible, they can build trust in their teams. Including when everyone takes responsibility for their duties and performance. Conflicts will occur less, in line with Chujeen (2016) who stated that the Responsibilities of executives by work according to the organization's administrative structure. awareness of rights and duties A sense of social responsibility caring about problems public of the country and is enthusiasm in solving problems as well as having respect for different opinions and the courage to accept the consequences of one's actions.

2.5) Kindness Executives should have guidelines to care for and support the work of their subordinates. Give advice with kindness and good wishes, creating a happy working atmosphere. If work encounters obstacles, you should ask about the problem. Suggestions for solutions Peace should be chosen over conflict. Having morality over evil thoughts and actions. Be sincere and have good intentions and show friendliness to others Listen to others sincerely and with compassion. Listening carefully and sincerely caring about the other person opens the mind about various problems. It is having compassion for others. and take care of him, take care of us, take care of us, and sincerely care about them, resulting in a good relationship that will help promote efficient management This is because kindness helps create a working atmosphere that feels comfortable and filled with happiness. Benevolent administrators create warmth and trust in the educational institution. Able to create effective communication and are friendly, consistent with Waichompoo & Suwannatchote (2017) who stated that Guidelines for managing people of educational administrators in the 21st century. Guidelines for developing educational administrators in kindness and compassion by applying the 4 Brahmavihara principles. By connecting to show the importance of applying Dhamma principles in management. To promote morality Ethics for executives and for the overall benefit of the organization Therefore, educational administrators, who are like the captain of a ship leading the crew towards the goals of the educational institution, should have principles to use in governing people.

2.6) Self-control. Educational institution administrators should have a positive attitude towards things. and give importance to what is necessary in life Practice mindfulness and meditation to become more aware of your thoughts and emotions. Stay calm in stressful situations or have dissatisfied thoughts Change negative thoughts into positive thoughts. and more reasonable Know your self-awareness Practice controlling your own emotions and becoming emotionally intelligent. Knowing how to deal with your own emotions and impulses Practice analytical thinking and synthesis in the ongoing story. Think and reflect on yourself and be always mindful. This is because self-control has an important effect on management and the success of executives. This will help executives work more efficiently. Can deal with complex situations. and is a good example in educational institutions, consistent with Wiratchai, Wichian, & Orathai (2008), who found that educational institution administrators should have characteristics that demonstrate awareness and awareness of various things. Which is a guideline for developing school administrators in terms of mindfulness/self-control. By being able to consider the correct path. and efficiency in carrying out various activities Using good reason to make decisions to do or not to do anything.



Figure 1. The ethical leadership

Source: Researcher (2024)

From Figure 1, it is found that ethical leadership should have guidelines for strengthening it for school administrators. By applying the principles of good governance Adhere to the principles of morality, ethics, adhere to the principles of democracy. Use the rule of law in complying with various laws and regulations with transparency. Honest Can be checked transparently Adhere to the principles of participation Be responsible in your duties Limited resources are used efficiently. Set a good example in working so that work is efficient and effective.

5. Conclusion

Studying the conditions for enhancing ethical leadership in the 21st century among school administrators. and guidelines for strengthening ethical leadership in the 21st century of school administrators to use the results of the study to develop ethical leadership in the 21st century of school administrators to use in the management of educational institutions. Effective And the Educational Service Area Office can use the study results as information for planning to develop ethical leadership in the 21st century for school administrators. To achieve maximum efficiency in the management of educational institutions.

6. Suggestions from the Research

6.1 Suggestions for Implementing Research Results

1. Sukhothai Primary Educational Service Area Office 2 can use the results as guidelines for developing school administrators in developing morality and ethics. and encourage educational institution administrators to develop themselves and participate in training seminars study tour Cultivate consciousness Raise awareness and give knowledge A clear understanding of ethical leadership for school administrators.
2. School administrators can apply the guidelines for developing ethical leadership of school administrators to make administration more efficient.

6.2 Suggestions for Next Research

1. Should study other methods of strengthening ethical leadership in the 21st century among school administrators in order to lead to development. and set the vision Directions for effective administration of educational institutions.
2. Factors affecting the development of ethical leadership in the 21st century of educational institution administrators should be studied. and determine strategies, guidelines, and procedures for developing educational institution administrators in a concrete way.
3. There should be a study of guidelines for strengthening ethical leadership in the 21st century among administrators in other educational institutions as a guideline in developing the model. Management of the next executive

Authors contributions

Kednipa Hadkhanthung was drafted the manuscript.

Nattha Wanchan was responsible for data collection.

Chayaluck Chayasappasit is the corresponding author of the article and was responsible for data collection.

Nirada Wechayaluck was drafted the manuscript.

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Obtained.

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Data sharing statement

No additional data are available.

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