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# Spiritual Leadership of School Administrators Affecting Organizational Commitment of Teachers under Samut Prakan Primary Educational Service Area Office

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## Abstract

*This research aims to study 1) the level of spiritual leadership of school administrators, 2) the level of organizational commitment of government teachers, 3) the relationship between school administrators' spiritual leadership and the organizational commitment of government teachers, and 4) the influence of school administrators' spiritual leadership on the organizational commitment of government teachers. The sample group consisted of 333 government teachers under the Samut Prakan Primary Educational Service Area Office in the academic year 2025, obtained through multi-stage random sampling. The research instrument was a questionnaire. The statistical methods used were the mean, standard deviation, Pearson's correlation coefficient, and stepwise multiple regression. The results were: 1) The overall level of spiritual leadership of school administrators, including all individual aspects, is high., 2) The overall level of organizational commitment of government teachers, including all individual aspects, is high., 3) There was a high positive correlation between the spiritual leadership of school administrators and the organizational commitment of government teachers, which was statistically significant at the .01 level, and 4) The spiritual leadership of school administrators, consisting of Vision, Hope, Faith, and Altruistic Love had a statistically significant influence at the .05 level on the organizational commitment of government teachers under the Office of Samut Prakan Primary Educational Service Area. These factors collectively predict 73.70% of the variance in organizational commitment. The research findings can be applied directly to develop school administrators' spiritual leadership, which, in turn, will help increase government teachers' organizational commitment. Moving forward, future research should focus on the key factors influencing both administrators' spiritual leadership and teachers' organizational commitment. It should also include a developmental model for spiritual leadership tailored for school administrators, so it can be practically used to improve schools.*

**Keywords:** Spiritual Leadership, Organizational Commitment, Primary School Administrators, Leadership, Correlation, Stepwise Multiple Regression

## Introduction

In the current era, when governments and educational institutions must rapidly confront global economic, social, technological, and cultural changes, effectively managing human resources has become increasingly challenging. This can be observed through higher employee turnover, personnel prioritizing their own beliefs over adherence to the organization's traditional customs, and decreased dedication to assigned tasks. These changes are due to the shifting work expectations of modern personnel. The expectations that employees seek from an organization include receiving appropriate wages and benefits commensurate with the assigned work, Job security in the workplace, A safe working environment,