

# ***THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES***

## **The Leadership of School Administrators Affecting Competitiveness: A Case Study of Secondary Schools in Nonthaburi**

**Thuchapon Yodthong**

Researcher, California University, Los Angeles, California, USA

**Abstract:**

*The purposes of this research were 1) to study the leadership of school administrators of secondary schools in Nonthaburi, 2) to study the competitiveness of secondary schools in Nonthaburi, and 3) to present the forecasting equation of the components of leadership of school administrators affecting competitiveness: a case study of secondary schools in Nonthaburi. The research results show that the components of the leadership of school administrators which can forecast the competitiveness has the statistical significance at the level of .01. The five components of the leadership can describe the variance of the competitiveness in total at 71.60%. The equation forecasting the leadership of school administrators affecting the competitiveness: a case study of secondary schools in Nonthaburi is  $\hat{y} = .338 \text{ teamwork } (X_2) + .279 \text{ reliability } (X_3) + .196 \text{ human relationship creation } (X_5) + .194 \text{ use of innovation and technology } (X_1) + .084 \text{ communication } (X_4)$ .*

**Keywords:** Leadership of school administrators, competitiveness, secondary schools in Nonthaburi

### **1. Introduction**

The education in secondary school is an important base for juvenile in developing their knowledge. The educational personnel, thus, are essential, especially in the aspect of the leadership of school administrators, which is a major factor for the change of education, development, and competition. Due to the fact that the education is one of the service sector under the agreement of ASEAN Free Trade Area, which Thailand and the educational institution have to pay attention to urgently develop and improve Thai education standard (Saetae, et al., 2010).

The important and urgent mission which has to be operated due to the social change is the problem about national education standard, which is partly caused by many activities that intervene the teacher's work (Rodklay, 2014). In addition, the expectation of Thai social toward the educational management brings about the interest and attention to the educational institutions; the criticism from public also continually occurs.

It can be seen that parents need the affirmation that the school where their children are educated is in good quality (Prasertphan, 2000, as cited in Suriyo, 2009).

The concept from many academicians who are interested in the successful factor of management both in public and private sector, and both in small and big organization is leader. In a case that a leader has knowledge and ability, explicit direction and goal, creative thinking, changeability, loyalty, responsibility, and the capability to create confidence and faith in order to activate others to work together to achieve the organization goal effectively (Sinlarat, 2010; Hongladarom, 2012; Adair, 2010; Northouse, 2012; as cited in Kangpeng and Patipat, 2012). Therefore, the educational institution also needs the leader who has knowledge and ability in effectively developing and managing the educational personnel. The school administrator needs to have knowledge and ability, high performance, skills, explicit vision and mission in order to manage the personnel with the highest effectiveness (Sukhothai Thammathirat Open University, 1997); including the curriculum development, the teaching and learning management, and the school management following the international standard.

Nonthaburi is the metropolitan province of Thailand, where the urban society is fast expanded following the economic expansion, plus with the transportation route, enterprise, tourist attraction, shopping mall, and the increase of population, also eighteen secondary schools under the Secondary Educational Service Area Office 3; which six of them are middle school, three of them are extra-large schools, and nine of them are large schools. There are 40,586 students and 1,670 teachers (The Secondary Educational Service Area Office 3, 2014).

The development of school potentiality to reach the excellence and competitiveness with other school in the national level including the foreign educational institution when entering the ASEAN Economic Community requires the leadership of school administrators who have knowledge of both art and science about management in school, educational personnel, knowledge for students, which is modern and keeps up to the change of the world and society.

From this information, it can be seen that the leadership of school administrators is really important, especially the leader who has creativity and keeps up to the change of society, culture, and educational innovation and technology. Thereby, the researcher is

interested in studying the leadership of school administrators affecting competitiveness: a case study of secondary schools in Nonthaburi, with the expectation to publicize the useful knowledge for the school administrators to manage the secondary school in order to create the educational quality and standard in the international level and also to increase the competitiveness.

### 1.1. Purposes of Research

- i. To study the leadership of school administrators of secondary schools in Nonthaburi.
- ii. To study the competitiveness of secondary schools in Nonthaburi.
- iii. To present the forecasting equation of the components of leadership of school administrators affecting competitiveness: a case study of secondary schools in Nonthaburi.

### 1.2. Hypothesis of Research

- $H_0$  The components of leadership of school administrators cannot forecast the competitiveness: a case study of secondary schools in Nonthaburi.
- $H_1$  The components of leadership of school administrators can forecast the competitiveness: a case study of secondary schools in Nonthaburi.

## 2. Literature Review

### 2.1. Concept and Theory about Leader and Leadership

According to Chairasameesak (2013), the oriental concept divided the leader into 5 levels; 1) The first (lowest) level: the leader who is sensible, ingenious, and who has strategy, wide vision, and confidence to lead the team to achieve the goal; this type is called “the smart leader”. 2) The second level: the smart leader who has various experience will be calmer and can find the gentle and right solution to suit any situation, this can reduce the risk to encounter the crisis; this type is called “the wisdom leader”. 3) The third level: the wisdom leader whom the followers can rely on, who has mercy to help others; the follower will feel bound to this kind of leader; this type is called “the kind leader”. 4) The fourth level: the leader who supports the followers to reach the success, thus the follower will pay the highest respect to this kind of leader because their success come from this leader; this type is called “the supportive leader”. 5) The fifth (highest) level: the leaders who do not want to be the leader, but they can lead the team to conquer the crisis; by the reason that they do not have any hidden agenda about their private advantage, they are transparent and can be verified; this type is called “the great leader”.

“Leadership” is variously defined according to different thinkers and academicians. Leadership means the individual behavior to command the team to operate some activity to achieve the goal, and to have more power beyond the operation following the general command of the organization; it is the process which has an influence on the operation of individual or team to attempt to achieve the goal in each situation (Yukl, 2013; Hersey, et al., 2012). According to Robbins and Judge (2010), leadership is the ability to have an influence on the team to reach the success of vision or target group. Northouse (2000) said that the leader needs to have influence; if the influence does not exist, neither does the leadership.

Ash and Persall (2007) presented the concept about the application of the creative leadership to the context of school management that 1) Use of innovation and technology: the school administrators creatively use the educational innovation and technology in managing the school, are keen on and open-minded to the modern technology; the school administrators should also support the personnel to have the basic understanding about technological system in order to continuously develop school. 2) Teamwork: the school administrators use teamwork system in the management process of school, and pay attention to the opinion and work of other personnel, which indicates the success of the team. 3) Negotiation: the school administrators use the discussion process in solving the education problem, including exchanging thought, having the oratory in communication, also the skills of listening, speaking, reading, and writing. 4) Reliability: the school administrators must create the reliability to other personnel in the organization by holding on the morality and ethics, admit the mistake of the personnel, also give honor, respect, and support to others, permit others to give their suggestion. 5) Time management: the school administrators assign the work and operation to achieve the goal, also the specific objective to waste the least time, to control the order of situation for the effectiveness of the work. 6) Communication: the school administrators communicate with other personnel in order to create the cooperation, declare the details to other personnel and stakeholder, improve and develop the communication skills, and support the personnel to use the technology which is compatible to the time of learning society.

7) Human relationship creation: the school administrators create a good relationship with inside and outside school, use the two-way communication, and give priority to teachers and personnels in school about cooperation, training equally.

Phitsanulok Vocational College (2015) suggested the characteristics of the professional administrator of the educational institution that 1) the academic capability which is accepted in the educational sector: the major mission of the administrators is to manage the educational institution with standard and high quality. The administrators should conduct their own academic work or research which can create the confidence and faith to parents, personnel, students, and surrounding community. 2) Loyalty and fairness are the specific characteristics of the administrators; and these characteristics can attract the reliability from teachers and other personnel, and also bring about the courage, enthusiasm, and cooperation in working, which leads to the efficacy of work, and to achieve the goal, objectives, policy, and vision. 3) The administrators should have future-orientation and wide vision. The educational work is very necessary for developing the juvenile in each school. 4) The modern administrators should understand the educational reformation, realize the goal of the reformation which is to develop Thai juvenile to be educated and smart, too proud to be Thai, and to be

adaptable to each changing situation. In the aspect of the teaching and learning management, the priority is students who have the ability of self-learning. In the aspect of curriculum, it should be developed to be modern covering the knowledge, capability, creativity, and morality. 5) The ability of management; the professionals in high level favor the cooperation, consult, the harmony in working as a colleague, but also keep on the discipline, and educational law. 6) The understanding about curriculum, teaching styles, and the advance of learning; the administrators should see the overview of the modern teaching and learning management which has the direct relationship with the quality educational management. 7) The enough knowledge and ability about technology; this is necessary for the administrators to use it in managing the school, and in publicizing the information for creating the cooperative network which contributes to the school development. 8) The ability in finding the funding sources, and in the fund management can reflect the capability of the administrators to create the network with other organization, community, and alumni for retrieving the fund for operating the educational activities. 9) The administrators should be the leader to conserve Thai art and culture, by using Thai identity to be the strong point in supporting the school activities, in personal behaving, and in creating a good atmosphere in school which demonstrates the value of Thai art and culture.

## 2.2. Concept about the Competitiveness Creation of Secondary School

Onreung, Chapawang, and Sanan-eumengtaisong (2013) defined the competitive advantage that it is the capability of the organization to create the work beyond other organization by producing the required goods and services with the better efficacy. The creation of competitive advantage is based on these 4 components which are consisted of efficiency, quality, innovation, and customer responsiveness.

Charoenwongsak (2013) presented the preparation to create the competitiveness in the ASEAN Economic Community, which requires; 1) The preparation about language: every school has to reform to be bilingual or trilingual school for preparing the quality human resources for the future competitiveness by setting the goal to develop every school to be bilingual or trilingual. 2) The preparation about thinking skills: thinking is the basic skills which are important for developing the country; it is consisted of conceptual thinking, creative thinking, critical thinking, analytical thinking, comparative thinking, applicative thinking, integrative thinking, strategic thinking, futuristic thinking, and synthesis-type thinking. 3) The preparation about the actuation with measurable skills: every relevant sector should set their goal in producing and developing Thai labor to have skills to reach the demand of labor market, and to be acceptable in regional and international level, by beginning with setting the indicators of working skills and the goal to compete with the skillful labors.

4) The preparation about the actuation with the productivity: it is to develop Thai people to have high effectiveness in the aspects of knowledge, skills, ability, and personality. 5) The preparation about the strong point development: it is necessary to create the primacy of other speciality which is distinguish from others by beginning with finding the identity then systematically operating with the acceptable standard in the international level. 6) The preparation about knowledge, technology, and innovation: this is necessary for increasing the competitiveness, and for producing the quality knowledge and publicizing to the society following the necessary level of the country. 7) The preparation about wisdom: nowadays Thailand stands on the superposition among the agricultural society, the industrial society, and the information society; thus, in order to create the competitiveness, it is important to develop Thai people to have skills in combining art and science in working.

Upper Secondary Education Bureau (2012) suggested that the management of curriculum and teaching activities necessarily requires dynamic to keep up to the change in order to increase the potentiality of education management to be ready to compete in this 21st century; 1) Schools should provide the educational service in the wider dimension; schools should be developed to be in good quality to support the competition caused by the Free Trade Area of education. 2) The curriculum should be more international, including the ability about foreign language, analysis, communication, and the characteristics to be world population. 3) It is essential to develop the thinking skills because the competition in the world society is aggressive; thus the educational management should be adjusted to support the thinking skills. 4) The morality and ethics, and the philosophy of educational management are prioritized in developing the holistic human resources in the dimension

of knowledge alongside with morality for the sustainable development. 5) The foreign language teaching should be more effective, due to the reason that in the globalization world, people who have fluent foreign language skills, especially English and Chinese language, will have the advantage in communicating and negotiating in many issues, including with occupation and the teaching and learning management should support learners to be able to develop their language skills.

## 3. Research Methodology

The researcher used the quantitative research in conducting this study, retrieved the secondary data by reviewing concept and theory from the documents and related research, and collected the primary data by distributing the questionnaires which had details covering components of leadership and the competitiveness of secondary schools in Nonthaburi. The questionnaire was considered and improved, then passed through the try-out process with a sample group of 30 persons to finding the reliability level with the method of Alpha Coefficient of Cronbach, whose reliability coefficient is .828. This demonstrated that this questionnaire was reliable and could be really used in collecting data. The samples of this research are the parents of students in secondary schools in Nonthaburi (The Secondary Educational Service Area Office 3, 2014).

The researcher used the table of Krejcie and Morgan (1970) and the Simple Random Sampling to indicate 380 samples. The statistics used in this research are Frequency, Percentage, Mean, Standard Deviation,

Pearson Correlation, and Simple Linear Regression Analysis. The period of this study was from May to July 2015 (4 months).

#### 4. Research results

##### 4.1. The Analysis of Demographic Profiles

With regard to the demographic profiles of all 380 informants, the results show that 60.50% are female and 39.50% are male. 38.40% aged between 30 – 40 years. 50.80% are company employees. 70.00% attend the parents meeting at school respectively.

##### 4.2. The Analysis of the Components of Leadership of School Administrators

With regard to the components of leadership of school administrators, the results show that the respondents, in total, strongly agree with the components of leadership ( $\bar{X} = 3.67$ , S.D. = 0.272). In particular, human relationship creation has the highest means score ( $\bar{X} = 3.71$ , S.D. = 0.343), followed by communication ( $\bar{X} = 3.70$ , S.D. = 0.316), use of innovation and technology ( $\bar{X} = 3.69$ , S.D. = 0.334), teamwork ( $\bar{X} = 3.67$ , S.D. = 0.375), and reliability ( $\bar{X} = 3.62$ , S.D. = 0.392) respectively (see table 1).

The Components of Leadership of School Administrators	$\bar{X}$	S.D.	Translation	Ranking
Use of innovation and technology( $X_1$ )	3.69	.334	strongly agree	3
Teamwork ( $X_2$ )	3.67	.375	strongly agree	4
Reliability ( $X_3$ )	3.62	.392	strongly agree	5
Communication ( $X_4$ )	3.70	.316	strongly agree	2
Human relationship creation ( $X_5$ )	3.71	.343	strongly agree	1
<b>Total</b>	<b>3.67</b>	<b>.272</b>	<b>strongly agree</b>	

Table 1: Mean and standard deviation of the components of leadership of school administrators in total and in particular

##### 4.3. The Analysis of the Competitiveness of Secondary Schools in Nonthaburi

With regard to the competitiveness of secondary schools in Nonthaburi, the results show that the respondents, in total, strongly agree with the competitiveness ( $\bar{X} = 3.74$ , S.D. = 0.348). In particular, the curriculum development has the highest means score ( $\bar{X} = 3.74$ , S.D. = 0.324), followed by the school management ( $\bar{X} = 3.74$ , S.D. = 0.404), and the teaching and learning management ( $\bar{X} = 3.71$ , S.D. = 0.456) respectively (see table 2).

The Competitiveness of Secondary Schools in Nonthaburi	$\bar{X}$	S.D.	Translation	Ranking
The curriculum development	3.74	.324	strongly agree	1
The teaching and learning management	3.71	.456	strongly agree	3
The school management	3.74	.404	strongly agree	2
<b>Total</b>	<b>3.74</b>	<b>.348</b>	<b>strongly agree</b>	

Table 2: Mean and standard deviation of the competitiveness of secondary schools in Nonthaburi in total and in particular

##### 4.4. The Correlation Analysis between the Components of Leadership of School Administrators and the Competitiveness of Secondary Schools in Nonthaburi

With regard to the correlation between the components of leadership of school administrators and the competitiveness of secondary schools in Nonthaburi, the results show that the internal correlation between the components of leadership of school administrators have the relationship with the statistical significance at the level of .01; by that the correlation is between .378 - .582. The highest internal correlation is the relationship between communication ( $X_4$ ) and human relationship creation ( $X_5$ ). The correlation between the components of leadership of school administrators and the competitiveness of secondary schools in Nonthaburi in total is between .607 - .705, with the statistical significance at the level of .01. The highest correlation is the relationship between teamwork ( $X_2$ ) and the competitiveness of secondary schools in Nonthaburi (Y) (see table 3).

Variables	$X_1$	$X_2$	$X_3$	$X_4$	$X_5$	Y
$X_1$	1	.566**	.430**	.463**	.378**	.618**
$X_2$		1	.498**	.476**	.402**	.705**
$X_3$			1	.569**	.555**	.687**
$X_4$				1	.582**	.607**
$X_5$					1	.609**
Y						1

Table 3: The correlation between the components of leadership of school administrators and the competitiveness of secondary schools in Nonthaburi  
\*with statistical significance at the level of .01

#### 4.5. The Simple Linear Regression Analysis of the Components of Leadership of school Administrators which Can Forecast the Competitiveness: a Case Study of Secondary Schools in Nonthaburi

With regard to the Simple Linear Regression Analysis by the Enter method, the results show that the components of leadership of school administrators can forecast the competitiveness: a case study of secondary schools in Nonthaburi in total with statistical significance at the level of .01 ( $F = 192.038$  and  $p = .000$ ); by that the leadership of school administrators in the aspects of Use of innovation and technology ( $X_1$ ), Teamwork ( $X_2$ ), Reliability ( $X_3$ ), Communication ( $X_4$ ), and Human relationship creation ( $X_5$ ) can describe the variance of the competitiveness in total at 71.60% ( $\text{Adjust } R^2 = .716$ ). The rest 28.40% are the results of other variables which are not considered (see table 4). The equation is as followed;

$$\hat{Y} = .338 \text{ teamwork } (X_2) + .279 \text{ reliability } (X_3) + .196 \text{ human relationship creation } (X_5) + .194 \text{ use of innovation and technology } (X_1) + .084 \text{ communication } (X_4).$$

Variables	Competitiveness				p
	b	SE	$\beta$	t	
Constant	.136	.125		1.093	.275
Use of innovation and technology ( $X_1$ )	.188	.034	.194	5.584**	.000
Teamwork ( $X_2$ )	.292	.031	.338	9.419**	.000
Reliability ( $X_3$ )	.231	.031	.279	7.574**	.000
Communication ( $X_4$ )	.086	.039	.084	2.227*	.027
Human relationship creation ( $X_5$ )	.185	.034	.196	5.457**	.000
$R^2 =$	.720			F =	192.038**
Adjust $R^2 =$	.716	SE =	.173	p =	.000

Table 4: The important weight of the variables of the components of leadership of school administrators which can forecast the competitiveness: a case study of secondary schools in Nonthaburi

\*with statistical significance at the level of .05

\*\*with statistical significance at the level of .01

## 5. Conclusion and Discussion

The research results show that the components of leadership of school administrators which has the highest relationship with the competitiveness is teamwork ( $X_2$ ); consisting of the administrators pay attention to the opinion and Suggestion from the parents, students, and personnel in school, this is relevant to the concept of Phra Dharmakosacarya (Prayoon Dhammajitto) (2006) said that the administrators should have compassion which means the sympathy and the wish to those who suffer; the administrators should sympathize to others and attempt to help to be free from suffering. The sympathy will occur when the administrators are open-minded to listen to others' opinion. The administrators should also have love and support to others to have the opportunity to develop their knowledge and ability that they are promoted, and to demonstrate their highest capability in working, also to admire those who are advanced in their occupation. In addition, this is also relevant to the concept of Phitsanulok Vocational College (2015) about the characteristics of the professional administrator of the educational institution that the school administrators should pay attention and respect to others' potentiality, the skills of human relation and teamwork are important for managing, controlling, and supporting teachers and personnel to use their knowledge and ability with their highest effectiveness. At the time that there is a major change in teaching process, the teaching and learning requires the leadership to coordinate the operation, to solve problems, and to cooperate in developing the quality of teaching and learning, including the service of school.

In addition, the components of leadership of school administrators in the aspects of use of innovation and technology, teamwork, reliability, communication, and human relationship creation can forecast the competitiveness of secondary school in the same direction, which is relevant to the theory of leadership of Bass (1989) that the leader should be the center of the team to integrate the activity, the leadership is the art to make everyone to follow without any force, and the ability to gently negotiate to convince others to follow by themselves. This is also relevant to the concept of Ash and Persall (2007) who suggested the application of the creative leadership to the context of school management, which is consisted of teamwork: the school administrators use teamwork system in the management process of school, and pay attention to the opinion and work of other personnel, which indicates the success of the team; reliability: the school administrators must create the reliability to other personnel in the organization by holding on the morality and ethics, admit the mistake of the personnel, also give honor, respect, and support to others, permit others to give their suggestion; use of innovation and technology: the school administrators creatively use the educational innovation and technology in managing the school, are keen on and open-minded to the modern technology; the school administrators should also support the personnel to have the basic understanding about technological system in order to continuously develop school; human relationship creation: the school administrators create a good relationship with inside and outside school; and communication: the school administrators communicate with other personnel in order to create the cooperation, declare the details to other personnel and stakeholder, improve and develop the communication skills, and support the personnel to use the technology which is compatible to the time of learning society.

In the aspect of the competitiveness of secondary schools, the parents strongly agree with the curriculum development because of its highest mean score. The curriculum development focuses on cultivating morality and ethics to students, practicing the foreign language skills, developing the learning in each occupation in order that learners can choose according to their aptitude. This is relevant to the concept of Charoenwongsak (2013) who presented the preparation to create the competitiveness in the ASEAN

Economic Community, which requires the preparation about language: every school has to reform to be bilingual or trilingual school for preparing the quality human resources for the future competitiveness. Moreover, this requires the preparation about the actuation with measurable skills: every relevant sector should set their goal in producing and developing Thai labor to have skills to reach the demand of labor market, and to be acceptable in regional and international level. This is also relevant to the concept of Upper Secondary Education Bureau (2012) who said that the curriculum should be more international because the globalization connects the trading and investment, thus the labor market needs the skillful labor. Moreover, it is essential to develop the thinking skills because the competition in the world society is aggressive. Nowadays the teaching still focuses on that learners have to conform to what teacher teaches, but instead, the learners should be supported to think by themselves; thus the educational management should be adjusted to support the thinking skills. The morality and ethics, and the philosophy of educational management are prioritized in developing the holistic human resources in the dimension of knowledge alongside with morality for the sustainable development; including the foreign language teaching should be more effective, due to the reason that in the globalization world, people who have fluent foreign language skills will have the advantage in communicating, including with occupation and the teaching and learning management should support learners to be able to develop their language skills.

## 6. Recommendations

- a. The research results should be used in developing the leadership of school administrators to support the learning about innovation, technology, and modern learning media to students.
- b. The research results should be used in developing the leadership of school administrators to pay attention and to exchange the opinion and suggestion of parents.
- c. The research results should be used in developing the leadership of school administrators to be good role models who have loyalty and fairness.
- d. The research results should be used in developing the leadership of school administrators to have explicit and reliable communication.
- e. The research results should be used in developing the leadership of school administrators to have equal mercy to every student.
- f. There should be additional study about directions to create the leadership to educational personnel in order to develop the competitiveness.
- g. There should be the in-depth study in each aspect of competitiveness creation, which is consisted of the curriculum development, the school management, and the teaching and learning management in order to retrieve the knowledge to upgrade the school standard.

## 7. References

- i. Ash, R. and Persall, M. (2007). *The Principal as Chief Learning Officer: The New Work of Formative Leadership*. Birmingham: Stamford University Birmingham.
- ii. Bass, B. (1989). *Stogdill's Handbook of Leadership: A survey of Theory and Research*. New York: Free Press.
- iii. Chairasameesak, K. (2013). *CEO of the Oriental World*. Bangkok: Siam Inter Books.
- iv. Charoenwongsak, K. (2013). *The preparation to create the competitiveness in the ASEAN Economic Community*. Retrieve from [http://kpi.ac.th/media/pdf/M7\\_214.pdf](http://kpi.ac.th/media/pdf/M7_214.pdf).
- v. Cronbach, L. J. (1970). *Essentials of psychological testing* (3<sup>rd</sup>ed.). New York: Harper and Row.
- vi. Hersey, P., Blanchard, K. H. and Johnson, D. E. (2012). *Management of organizational Behavior: Leading human resources* (10<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.
- vii. Kangpeng, S., and Patipat, K. (2012). *Leader and Leadership*. Retrieve from [http://kit.kvc.ac.th/2012MJR/Leadership\\_kit.pdf](http://kit.kvc.ac.th/2012MJR/Leadership_kit.pdf).
- viii. Northouse, P. G. (2000). *Leadership: Theory and practice* (2<sup>nd</sup> ed.). London: Sage.
- ix. Onreung, K., Chapawang, K., and Sanan-eumengtaisong, M. (2013). *The relationship between managing strategy of modern organization and the competitive advantage of hotel business in Thailand*. *Journal of Humanities and Social Sciences Maharakham University*, 32(6), 150-161.
- x. Phitsanulok Vocational College. (2015). *The Administrator of Educational Institution and Professionalism*. Retrieve from <http://www.plvc.ac.th/home/index.php?module=index&id=34&visited>.
- xi. Phra Dharmakosacarya (Prayoon Dhammajitto). (2006). *Buddhist way of Management*. Bangkok: Mahachulalongkornrajavidyalaya Printing.
- xii. Robbins, S. P., and Judge, T. A. (2010). *Organizational Behavior* (13<sup>th</sup> ed.). Upper Saddle River, NJ: Pearson.
- xiii. Rodklay, K. (2014). *OBEC ready to reform the basic education*. Retrieve from <http://www.obec.go.th/news/58375>.
- xiv. Saetae, T., Wongnak, N., and Chairasit, S. (2010). *Thai education system under the free trade area of ASEAN: the way to the social innovation creation*. *Executive Journal*, 146-149.
- xv. Sukhothai Thammathirat Open University. (1997). *Educational system management: unit 7-10*. Bangkok: Sukhothai Thammathirat Open University Printing.
- xvi. Suriyo, P. (2009). *Administrator Factors Affecting Effectiveness of Municipal Schools under the Locality Administration Education Group 9*. Thesis, Master of Education, Loei Rajabhat University.
- xvii. The Secondary Educational Service Area Office 3. (2014). *The information technology of the school year 2014*. Nonthaburi: The Secondary Educational Service Area Office 3.
- xviii. Upper Secondary Education Bureau. (2012). *Direction of the Teaching and Learning management in School of World-Class Standard*. Office of the Basic Education Commission. Ministry of education.
- xix. Yukl, G. A. (2013). *Leadership in organizations* (8<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.