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**AN ANALYSIS OF INFLUENTIAL FACTORS ON
MANAGEMENT CAPABILITY OF SECONDARY SCHOOL
DIRECTORS**

Panita Sakulkaew

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
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2) To explore the major influential factors and the extent of their effect on the management capability of secondary school directors.

3) To propose a recommended model for enhancing the effective management capability of school directors based on the effects found of from findings

The research methodology employed quantitative and qualitative methods. The sample included 347 secondary school directors from 12 Educational Service Areas (ESAs) and Bangkok under the jurisdiction of the Basic Education Commission in the school year 2550 (2007).

Interviewing twelve awarded school directors in order to get more information in details together with studying from textbooks and research papers before deriving a conceptual framework. After the validity and reliability were checked, the questionnaires were delivered. The data were obtained from sets of rating scale questionnaires. The questionnaires were obtained from 282 secondary school directors or 81.26 % from 4 different regions.

The results of this study revealed that the findings on the management capability of secondary school directors' in the two areas of planning and organizing were high, particularly "The involvement from related individuals in setting objectives and planning" and "Group positions into manageable and process-related units." On the other hand, management capability in leading and controlling requires more development particularly "Praise and censure fairly and Align to leading principles" and "Revise and adjust control methods in the light of control results and changing conditions" and "Correct deviation through statistical methods."

The analysis of the correlations between individual differences and environmental factors and secondary school directors' management capability indicated a significant relationship between two individual difference factors: skills and leadership, and two environmental factors: organization resources and school board. The correlations between individual differences and environmental factors are, in order, organization resources, skills, school board, and leadership. The model and recommendations on increasing the effectiveness of the management capability of secondary school directors under the Office of the Basic Education Commission were based on derived data.

ABSTRACT

Title of Dissertation	An Analysis of Influential Factors on Management Capability of Secondary School Directors
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Without doubt, the school administrator with high management capability is a key player towards the overall success of the school. Therefore, many training and development programs for school directors have been invested on in an attempt to standardize and to increase their management capability so that they can become professional administrators and align themselves with education reform guidelines.

However, some findings were indicated that organization resources, skills, school board, leadership and knowledge respectively have influences on the management capability of school directors. The levels of management capability of school directors in four areas: planning, organizing, leading and controlling are high, particularly in terms of planning and organizing. On the other hand, compared to planning and organizing, leading and controlling are in the low and lowest levels. This means that there must be the hindrance factors that adversely affect the management capability of secondary school directors. This study aims to analyze and investigate those hidden factors which affect the management capability of secondary school directors under the Office of the Basic Education and proposes the model and guidelines for improving their capability.

The study on the analysis of the influential factors on the management capability of school directors has four objectives:

- 1) To explore the level of management practice expressed in terms of the management capability of school directors.

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The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Development Administration).

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