

THE FACTORS AFFECTING MANAGEMENT EFFICIENCY OF ADMINISTRATOR  
IN BEITING EXPERIMENTAL PRIMARY SCHOOL AT BAOAN  
SHENZHEN IN GUANGDONG PROVINCE

ปัจจัยที่ส่งผลต่อประสิทธิภาพการจัดการของผู้บริหารในโรงเรียนประถมทดลองเป่ยถึง  
เมืองเป่าอันเซ็นเจิ้น มณฑลกว่างต้ง

Shu Jingxi

ชู จิงซี

Leadership in Educational Administration Branch Education Faculty Bangkokthonburi University

สาขาวิชาภาวะผู้นำทางการบริหารการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยกรุงเทพธนบุรี

e-mail: 178228693@qq.com

Received: January, 31 2023

Revised: February, 24 2023

Accepted: February, 27 2023

**ABSTRACT**

The objectives of this research were: 1) to study the level of factors affecting efficiency on management of administrator in Beiting Experimental Primary School at Baoan Shenzhen in Guangdong province. 2) to study the management efficiency of administrator in Beiting Experimental Primary School at Baoan Shenzhen in Guangdong province and 3) to study the factor affecting efficiency on management of administrator in Beiting Experimental Primary School at Baoan Shenzhen in Guangdong province. classify by gender. This research was survey research. The population was 263 teachers from the Beiting Experimental Primary School. The sample was 244 teachers and was selected by simple random sampling, using the Krejcie & Morgan's sample size determination table. The instrument used to collect the data was a questionnaire with a reliability of 0.700. The statistics used for data analysis were frequency, percentage, mean, Standard Deviation, t-test, F-test, and Multiple Regression with a stepwise method to study the factors that affect administrator management efficiency.

The result revealed that: 1) the management efficiency of administrator s in overall view was at a high level. When considering each aspect, the management status had the highest mean, followed by relationships with experimental primary school, and the lowest mean was the management system; 2) five variables affected management efficiency, Management system, Occupation duty, Management methods, Management status, and

commitment to school. Therefore,  $R^2 = 96.0\%$ , which was significant at the 0.01 level ( $R^2 = 0.96$ ) and had a correlation coefficient. Correlation 0.98 ( $R = 0.98$ ), which made hypothesis testing, at least one variable affected the management efficiency of administrators. The results of the analysis of the correlation of the data by using multiple regression showed that the variables of management efficiency, namely, Management system, Occupation duty, Management methods, Management status, and commitment to school had positively affected the dependent variables and can jointly explain the variance of dependent variables by 96%, with career opportunities having the most significant effect on the dependent variables followed by love and pride in the profession, relationship with experimental primary school, freedom to express opinions on management, and a satisfactory return, respectively.

---

**Keywords:** Management Efficiency, Experimental Primary School, Baoan Shenzhen, Guangdong province

---

### บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ 1) ศึกษาระดับของปัจจัยการบริหารจัดการของผู้บริหารโรงเรียนประถมทดลองเป่ยถึง เมืองเป่าอันเซินเจิ้น มณฑลกว่างตุง 2) ศึกษาประสิทธิภาพการบริหารจัดการของผู้บริหารโรงเรียนประถมทดลองเป่ยถึง เมืองเป่าอันเซินเจิ้น มณฑลกว่างตุง และ 3) ศึกษาปัจจัยที่ส่งผลต่อประสิทธิภาพการบริหารจัดการของผู้บริหารโรงเรียนประถมทดลองเป่ยถึง เมืองเป่าอันเซินเจิ้น มณฑลกว่างตุง การวิจัยครั้งนี้เป็นการวิจัยเชิงสำรวจ ประชากรคือครู 263 คน จากโรงเรียนประถมทดลองเป่ยถึง กลุ่มตัวอย่างคือครู 244 คน กำหนดขนาดตัวอย่างของเครจซี่และมอร์แกน โดยการสุ่มอย่างง่าย เครื่องมือที่ใช้ในการเก็บรวบรวมข้อมูลเป็นแบบสอบถามประมาณค่า 5 ระดับ ค่าความเที่ยงเท่ากับ 0.70 สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ความถี่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน ค่าที ค่าเอฟ และพหุคูณถดถอย โดยรวมเพื่อศึกษาปัจจัยที่ส่งผลต่อประสิทธิภาพการบริหารจัดการของผู้บริหาร

ผลการวิจัยพบว่า 1) ปัจจัยการบริหารจัดการของผู้บริหารโรงเรียนประถมทดลองเป่ยถึง เมืองเป่าอันเซินเจิ้น มณฑลกว่างตุง ภาพรวมอยู่ในระดับมาก 2) ประสิทธิภาพการบริหารจัดการของผู้บริหารโรงเรียนประถมทดลองเป่ยถึง เมืองเป่าอันเซินเจิ้น มณฑลกว่างตุง ภาพรวมอยู่ในระดับมาก (3) ตัวแปร 5 ตัวแปรที่ส่งผลต่อประสิทธิภาพการจัดการ ระบบการจัดการ หน้าที่ อาชีพ วิธีการจัดการ สถานะการจัดการ และความมุ่งมั่นต่อโรงเรียน ดังนั้น  $R^2 = 96.0\%$  ซึ่งมีนัยสำคัญที่ระดับ 0.01 ( $R^2 = 0.96$ ) และมีค่าสัมประสิทธิ์สหสัมพันธ์ ค่าสหสัมพันธ์ 0.98 ( $R = 0.98$ ) ซึ่งทำการทดสอบสมมติฐานอย่างน้อย 1 ตัวแปรที่มีผลต่อประสิทธิภาพการบริหารของผู้บริหาร ผลการวิเคราะห์ความสัมพันธ์ของข้อมูลโดยใช้การถดถอยพหุคูณ พบว่า ตัวแปรประสิทธิภาพการบริหารจัดการ ได้แก่ ระบบการจัดการ อาชีพ หน้าที่ วิธีการจัดการ

สถานภาพการจัดการ และความผูกพันต่อโรงเรียน ส่งผลเชิงบวกต่อตัวแปรตามและสามารถร่วมกัน อธิบาย ความแปรปรวนของตัวแปรตามได้ร้อยละ 96 โดยโอกาสทางอาชีพมีผลต่อตัวแปรตามมากที่สุด รองลงมาคือ ความรักและความภาคภูมิใจในอาชีพ ความสัมพันธ์กับโรงเรียนประถมทดลอง อีสาระในการแสดงความคิดเห็นในการบริหารงาน และผลตอบแทนที่น่าพอใจตามลำดับ

---

**คำสำคัญ:** ประสิทธิภาพการบริหารจัดการ, ผู้บริหารโรงเรียนประถมทดลองเป่ยถึง, เมืองเป่าอันเซ็นเงิน มณฑลกวางตุ้ง

---

## Introduction

During the 70-80 years from 1860s to 1940s, the Western countries experienced the industrial revolution in the age of industrialization. In the Industrial Revolution, not only did industry develop rapidly, but so did agriculture. This revolution, so that most of the farmers become industrial workers, the social structure of Western countries has undergone tremendous changes, the emergence of modern industrial cities, coupled with modern transport, it also promotes the development of international trade. With the development of economy and the change of social structure, the international competition becomes more and more intense. The intense international competition makes the industry of each country commit to the development of productivity and the improvement of production efficiency. In order to obtain high profits in the economic competition, a number of entrepreneurs and scholars are committed to the study of management, hoping to improve management to improve production efficiency and reduce costs. As a result, management science emerged in the scientific management movement in Ultraman Taro. The fact that the theories and methods of management science promote the production of enterprises gives great inspiration to educators and educational managers. The transfer of scientific management theory in enterprises to educational management is the initial motivation for the study of educational management theory.

After the industrial revolution, the large-scale urbanization formed the economic center and the base of various industries, all these contributed to the collapse of the medieval feudal regime and the establishment of a new type of state. The political principle of capitalist countries is to legally recognize the differences between people in terms of property, class, and race, but to place greater emphasis on the basic rights of the human person, “Liberté, égalité, fraternité” became a universal principle. To manage the society in accordance with such political principles, we must establish a set of standardized administrative

system. Therefore, the study of the establishment and improvement of administrative system-oriented administration came into being. Educational administration is the product of the expansion of the administrative function of the state in modern society. With the acceleration of the Industrial Revolution, the need to provide education for workers became more and more prominent, thus pushing the state from the background to the front and demanding that the state assume the responsibility for education. With the rapid development and popularization of education since the 19th century, the state's responsibility for education has become more and more important, it means that education has become an important aspect of state administration. Modern education is a large-scale public utility, is the use and mobilization of social people, financial and material resources to be carried out in a highly organized cause, therefore, the operation of modern education cannot be independent of scientific administration. This has produced the educational administration which is based on the administration science.

The development of education itself calls for the birth of educational management theory, and the development of productive forces brings an opportunity for the development of education and promotes the development of education. After the Industrial Revolution, with the rapid development of industrial production and the increase of labor demand, women became the labor force under the factory system. The weakening of the child discipline function has caused serious social problems for the children of workers who are homeless. On the other hand, the workers in the large-scale industrial production of machinery require different knowledge and technology from the past, and future workers are required to master basic cultural knowledge such as reading, calculation and writing before employment, they must receive at least a school education. Improving education and school management to improve the quality and efficiency of school education has become a social requirement.

### **Research Objectives**

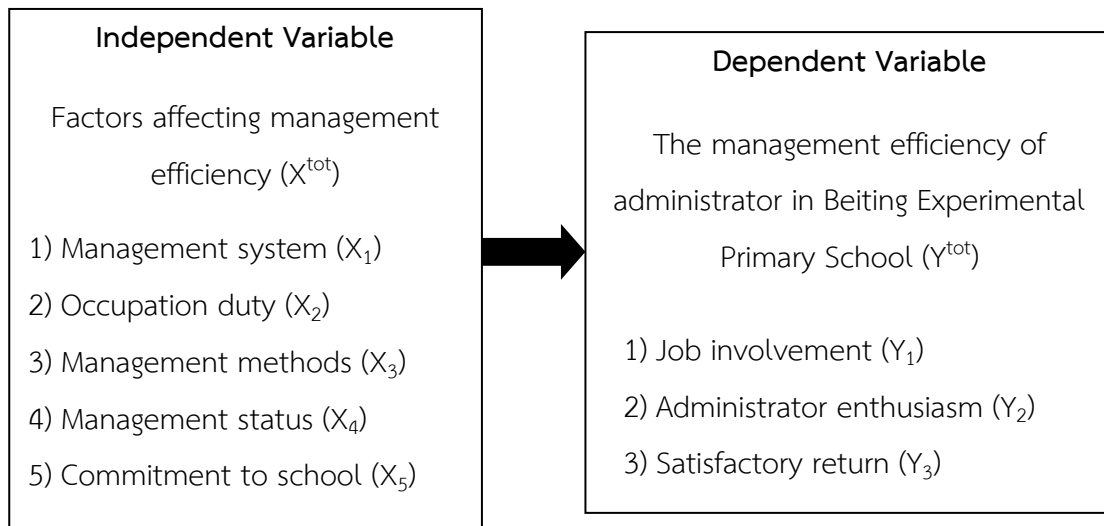
1. to study the level of factors affecting efficiency on management of administrator in Beiting Experimental Primary School at Baoan Shenzhen in Guangdong province.

2. to study the management efficiency level of administrator in Beiting Experimental Primary School at Baoan Shenzhen in Guangdong province.

3. to study the factor affecting management efficiency of administrator in Beiting Experimental Primary School at Baoan Shenzhen in Guangdong province. classify by gender.

**Research Framework**

To improve the quality of management, this paper studies the factors that affect the efficiency of administrators. In this study, it can be summarized as a conceptual frame management. The relationship between independent variables and dependent variables as follows.



**Figure 1:** Research Conceptual Framework

**Methods of conducting research**

Population: The population was 263 teachers at the Beiting Experimental Primary School.

Sample: 244 teachers were selected by simple random sampling, with Krejcie and Morgan method.

**Research Instrument**

The research instrument used in this study was a questionnaire. This questionnaire is divided into two parts as follows:

Past 1: The investigation of personal factors. It is a general information composed of gender, age, professional qualification, marital status, and income adequacy.

Past 2: This study aims to explore the factors that affect job performance and management efficiency. It is a matter of magnitude; all five levels define the performance level, meaning:

1. indicates the lowest efficiency
2. indicates a low efficiency
3. indicates a moderate efficiency
4. indicates a high efficiency
5. indicates the highest efficient

### **Data analysis**

The researcher collects data from the questionnaire and analyzes the data, and the steps will be as follows:

Determine the integrity of the questionnaire.

In the first part of the questionnaire, the personal factor data of the interviewees are presented in the form of a percentage description table according to the frequency distribution.

The second part of the questionnaire used percentages, mean, and standard deviations for data analysis. Explain the result table and determine the factors that affect the efficiency level through comparison.

Statistics used in data analysis: Percentage, Mean, Standard deviation, F-test  
Multiple regression.

### **How to create a questionnaire**

Research and develop a questionnaire about management efficiency. Then, from the past literature and related textbooks and papers, determine and verify whether the variables are applicable.

Analyze the factors that affect the efficiency of performance management and put them forward in the questionnaire.

Create a questionnaire.

Put forward the questionnaire draft to the instructors, review the content and words of the questionnaire, get feedback, and modify it.

The researcher collected the data through a questionnaire.

### Data analysis steps

The researchers presented the results of the data analysis. According to the goals of independent research, they are divided as follows:

1. Part 1 The results of the research on general information of the interviewees.
2. Part 2 To studies level of efficiency on management of administrator and classifies them according to personal factors and management factors.
3. Part 3 Research the factors that affect efficiency on management of administrator.

Before multiple regression analysis, the researcher must evaluate the standard curve and correct the data, and not multicollinearity does not occur.

**Table 1:** Respondents classified by gender, age, income, professional qualification, marital status, management experience, management ability, and management level.

(n=244)

Independent Variables	Number of people (person)	Percentage
<b>1. Gender</b>		
1.1 Male	90	36.89
1.2 female	154	63.11
<b>2. Age</b>		
2.1 22- 32	54	22.13
2.2 33- 42	122	50.00
2.3 Over 42 years old	68	27.87
<b>3. Income</b>		
3.1 More than Below 1W	234	95.90
3.2 Below 1W	10	4.10
<b>4. Professional qualification</b>		
4.1 Primary qualification certificate	48	19.67
4.2 medium qualification certificate	166	80.33

Independent Variables	Number of people (person)	Percentage
<b>5. Marital status</b>		
5.1 married	234	95.90
5.2 Single	10	4.10
<b>6. Management experience</b>		
6.1 more than fifteen years	156	63.93
6.2 less than fifteen years	88	36.07
<b>7. Management ability</b>		
7.1 in line with the profession	184	75.41
7.2 not in line with the profession	60	24.59
<b>Total</b>	244	100

Table 1 Showed a total of 244 respondents divided by gender, 90 males accounted for 36.89%, and 154 females accounted for 63.11%.

The age of the respondents, 54 people aged 22-32, accounting for 22.13%, followed by 42 years old and above, 122 people, accounting for 50.00%, and 68 people are over 42 years old accounting for 27.87%.

Income: Among 244 people, more than 1W income 234 people account for 95.90%, and 10 people less than 1W income account for 4.10%.

Professional qualification: Among the 244 respondents, 48 people have Primary qualification certificate accounting for 19.67%, 166 people have medium qualification certificate, accounting for 80.33%

Marital status. Of the 244 respondents, 234 were married, accounting for 95.90%, 10 were single, accounting for 4.10%.

Management experience: Among the 244 respondents, 156 people have more than 15 years of management experience, accounting for 69.93%. 88 people with less than 15 years of management experience, accounting for 36.07%.

Management ability: Among the 244 interviewees, there are 184 people whose issues are in line with the subjects and professions they management accounting for 75.41%. There are 60 people whose issues are not in line with their majors, accounting for 24.59%.



Part 2 studies the management efficiency of administrator at the Beiting Experimental Primary School at Baoan Shenzhen in Guangdong province, which was classified according to personal factors and management factors. The results of the study were shown in the following table:

**Table 2:** The overall view is the administrator ' management efficiency results at the Beiting Experimental Primary School

Management efficiency	$\bar{X}$	S.D.	level
1. Job involvement	3.61	0.31	high
2. Administrator enthusiasm	3.82	0.41	high
3. Satisfactory return	3.71	0.66	high
<b>Total</b>	<b>3.72</b>	<b>0.42</b>	<b>high</b>

Table 2 showed that the management efficiency of administrator at the Beiting Experimental Primary School in Baoan Shenzhen is very high, with an mean of 3.72. Standard deviation (S.D.) 0.42. The dynamic performance is lower than other aspects, with a mean of 3.61 and a standard deviation (S.D.) of 0.31

Part 3 Research results of factors affecting the efficiency of administrator in Beiting Experimental Primary School.

**Table 3:** Stepwise Multiple Regressions

Variables studied	t	B	S.E.	Beta	p-value	F	R <sup>2</sup> adjusted
Management efficiency		(a)5.172	0.227				
1. Management system	3.83**	0.119	0.031	0.158	.000	499.65	0.96
2. Occupation duty	4.44**	0.191	0.043	0.097	.000		

Variables studied	t	B	S.E.	Beta	p-value	F	R <sup>2</sup> adjusted
3. Management methods	4.49**	0.067	0.019	0.070	.000		
4. Management status	2.81**	0.118	.042	0.056	.000		
5. Commitment to school	-9.50**	-0.304	0.032	-0.232	.000		
<b>R = 0.98 R<sup>2</sup> = 0.96</b>							

\*\* Significant at the 0.01 level

Table 8 was found that five variables affect management efficiency: management system, occupation duty, management methods, management status, R<sup>2</sup>=96.0% is significant at the 0.01 level (R<sup>2</sup> = 0.96) and has a correlation coefficient. (Correlation) 0.98 (R = 0.98), which makes hypothesis testing, at least one variable affects the management efficiency of administrator.

X<sub>1</sub> Management system

X<sub>2</sub> Occupation duty

X<sub>3</sub> Management methods

X<sub>4</sub> Management status

X<sub>5</sub> Commitment to school

The results of the analysis of the correlation of the data by using multiple regression showed that the variables X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub>, X<sub>5</sub> it positively affects the variable Y and can jointly explain the variance of y by 96%, with X<sub>5</sub> having the greatest effect on the variable y followed by X<sub>2</sub>, X<sub>1</sub>, X<sub>4</sub>, and X<sub>3</sub> respectively the equation can be written as follows:

$$Y^{\wedge} = 5.172 + 0.119(X_1) + 0.191(X_2) + 0.067(X_3) + 0.118(X_4) - 0.304(X_5)$$

## Discussion

This research assumes that administrator in Beiting Experimental Primary School were highly efficient, which was affected by at least one variable. The results of independent research can be discussed based on hypotheses, and classified according to personal factors and management factors, and it was found that the school had a higher level of management efficiency. Responsibility and attention to management had a high level of management efficiency, which was consistent with the research of Natthan Thanadrob (2002, Abstract page).

The results of the study showed that there were five variables. That was management system, occupation duty, management methods, management status, and commitment to school.

Management system is an important aspect of enterprise management, which can help enterprises better manage their own resources and operations. System management can help enterprises make effective use of their own human resources, material resources and financial resources, and improve the operating efficiency and economic benefits of enterprises. System management can also help enterprises effectively respond to changes in the external environment and reduce the risks faced by enterprises.

Management is necessary for the efficient organization of common labor. With the development of productivity and science and technology, people gradually realize the importance of management. Historically, after two turning points, management was gradually formed and developed.

The first turning point is the emergence of Taylor's scientific management theory, which aims to strengthen the production site management and make people realize the role of management in production activities. The second turning point was after the Second World War, when people saw that enterprises could not prosper if they did not follow the rules of management. Therefore, attention should be paid to the training of managers, which promoted the development of management.

Management is also increasingly showing its status and role in society. Management is one of the three pillars to promote the development of civilization in modern society, and it is a tripartite confrontation with science and technology. Management is the most basic and key factor for social and economic development.

In this sense, management itself is an economic resource, which plays a role in society as a "third productive force". Advanced technology requires advanced management to adapt to it, otherwise, backward management cannot make full use of advanced technology. Management plays an extremely important role in the development of modern society.

Therefore, it can be concluded that the factors that affect the management efficiency of administrator in Beiting Experimental Primary School were all five items, management system, occupation duty, management methods, management status, and commitment to school. Occupation duty had a high impact.

Management status had a low impact. Management methods had a medium effect. Commitment to school had a little impact.  $R^2=0.96$  and the statistical significance level was 0.01, which makes the answer of the hypothesis test that at least one variable was affected, which was consistent with the hypothesis.

Researchers study the efficiency of studying public health development planning for regional health officials:

Management is necessary for the efficient organization of common labor. With the development of productivity and science and technology, people gradually realize the importance of management. Historically, after two turning points, management was gradually formed and developed.

The first turning point is the emergence of Taylor's scientific management theory, which aims to strengthen the production site management and make people realize the role of management in production activities. The second turning point was after the Second World War, when people saw that enterprises could not prosper if they did not follow the rules of management. Therefore, attention should be paid to the training of managers, which promoted the development of management.

Management is also increasingly showing its status and role in society. Management is one of the three pillars to promote the development of civilization in modern society, and it is a tripartite confrontation with science and technology. Management is the most basic and key factor for social and economic development.

In this sense, management itself is an economic resource, which plays a role in society as a "third productive force". Advanced technology requires advanced management to adapt to it, otherwise, backward management cannot make full use of advanced technology. Management plays an extremely important role in the development of modern society.

**1. Methods of historical research:** Management is formed and developed in the historical process of enterprise development, only by studying history can we analyse the current situation and predict the future.

**2. Comparative research method:** Only by comparing can we distinguish. The theory of management was first formed in Western countries. If we want to do a good job in Chinese enterprise management, we must learn from foreign advanced management experience and better realize "foreign for Chinese" in the comparison of Chinese and foreign management. use”.

**3. Method of case analysis:** Management is a very practical discipline, so we must pay attention to the analysis of actual cases and constantly summarize experience and lessons.

**4. Inductive and deductive method:** It is good at summing up experience and handling the relationship between the individual and the general. From the individual to the general is the inductive reasoning method from facts to generalizations, and from the general to the individual is the reasoning method from general principles to individual conclusions.

## Suggest

### Recommendations of research findings

1. Purpose. School management routine is a necessary measure to standardize management requirements and ensure the quality of management. Doing a good job of management routine management can help promote the normal development of daily management and management and research. Therefore, the formulation of the formulation of the conventional management system must be clear, requiring specific, strong operability, practical results, and formalism. Do the service of service, change the inspection as the guidance, fully mobilize the enthusiasm of teachers to participate in management, and consciously do a good job of routine management.

2. School -owned. The system is implemented in accordance with relevant requirements, and ultimately achieves effective guarantees for the goal. Therefore, to ensure that all jobs are moving towards the established goals in an orderly manner, and ultimately achieve the established goals, there must be a scientific, reasonable, and practical system. Therefore, schools should combine their own status quo, analyse the

existing problems, and establish a scientific, reasonable, practical system in combination with the actual leakage and supplementation, especially the conventional management inspection system, attendance system, safety, and health management system, etc. to promote management, management, and research Optimization.

3. Humanity. In the final analysis, the management routine must be implemented on the teacher, and the teacher must be implemented. In this sense, the core of grasping the conventional management of management is teachers, and routine is to grasp teachers. Therefore, when formulating some conventional management systems, the school should try to adhere to the principles of humanity as much as possible, effectively reduce the additional burden of teachers, respect teachers, care for teachers, and listen to teachers at any time. Approve. In this way, teachers will return to the school with positive management and serious studies to understand and cooperate with the school's management.

### **Suggestions for further research**

Due to moral education, promote the formation of a good school style

1. Strengthen the construction of teachers and morality. As a unit of trainers, the nature determines that teachers must have a qualified and lofty spiritual realm. In the process of carrying out spiritual civilization construction in the whole society, teachers should undoubtedly take one step, one level, and first -class. This is a specific environment. This is a specific environment. Law. Help teachers to establish a new concept of "dedication, truth, and innovation" in the new century. At the same time, focus on shaping the campus atmosphere of "talking about unity, compounding forces", "speaking for progress, and creating good achievements", enhance the cohesion of teachers, united and mutual assistance among faculty and staff, care for students to take care of students, rigorously study, and strive to study the business. Improve the level of education and management and be brave to open and innovate. Only by paying attention to the basic management of spiritual civilization construction can the school have strong development vitality.

2. Strengthen the education of students' good behavior habits. Carry out activities such as "diligence, discipline, hygiene, politeness", to check every day, announce it every day, summarize every week, evaluate weekly, and implement education to implement education into daily things. Adhere to patriotism education as the main body, carry out festive education activities in a planned way, integrate "five love" education, and integrate

behavior education in the event. To actively encourage students to study hard, determine their talents, establish examples, and create a good atmosphere for everyone to learn advanced.

3. Strengthen legal education and enhance the awareness of the legal system. The school set up legal courses, conducts systematic legal education, promotes, and educated teachers during political study, plans to conduct legal knowledge lectures, and use board reports to publicize legal publicity. Good atmosphere.

4. Strengthen school safety management. The school regards safety management as the top priority of education. The leading group of safety management is established. The principal's hanging rate is responsible, implemented the responsibilities of safety management, and clarified the responsibilities of safety management at all faculty and staff conferences. Destroy the unsafe factors in sprouts, ensure the personal safety of teachers and students, and ensure that management does not leave the gap. Do it in time, in place, effective, and human culture.

The administrator of the school must always explore the methods of management, learn the preferred management theory and scientific management concepts, and the theory of connecting with reality, scientifically guiding management practice, and striving to improve their own personality charm. Only by fully and comprehensively exerting their own influence can the teacher's initiative, enthusiasm, and creativity of the teacher can improve the efficiency of teachers, ensure the efficiency of management, and comprehensively improve the school's management level.

## References

- Aree Panmanee. (2003). **Creative psychology of management and learning**. Bangkok: Silk Educate.
- Arun Raktham, Prof. Dr. (1999). **Stress Behavior in Organizations**. Bangkok: Sematham.
- Bass, B.M. and Avolio, B.J. (1994). **Improving Organizational Effectiveness through Transformational Leadership**. UK Sage Publications: Thousand Oaks.
- Chonsit Pruitphithak. (2003). **Factors related to job satisfaction of Kasetsart**

- University personnel Kamphaeng Saen Campus Nakhon Pathom Province.**  
Thesis, Master of Education Department of Educational Administration. Bangkok:  
Kasetsart University.
- Dai Gangshu (2002). **Research on Moral Education Environment [M].** China Beijing:  
People's Publishing House.
- Dares Chooyok. (2006). **Efficiency in management. Sarn Samphan Sub-District  
Team: A Case Study, Yala Province. (Social Development).** Bangkok:  
Faculty of Social and Environmental Development, National Institute of  
Development Administration.
- Guilford, J. S. & Gray, D. E. (1970). **Motivation and Modern Management.**  
London: Harper & Row Publishers.
- Liu, W.H. (2003). **Administrator Professional Development: Connotation, Problems  
and Trends.** Educational Exploration.
- Liu Xiaoyan. (2014) **Reflections on the concept of effective management and  
management management in colleges and universities.** China:Yang Min.
- Locke, E.A. (1976). The Nature and Causes of Job Satisfaction. **Handbook of Industrial  
and Organizational Psychology**, 1, 1297-1343.
- Nongnut Iamsawat (2004). **Satisfaction in the performance of private school  
administrators.** The project uses English as a medium of management.  
Master of Education Thesis. Thailand: Srinakharinwirot University.
- Spoor, E., de Jonge, J. and Hamers, J.P.H. (2010). **Design of the DIRECT project:  
Interventions to increase job resources and recovery opportunities to improve  
job-related health, well-being, and performance outcomes in nursing homes.**  
BMC Public Health.
- Somjai Lam. (2004). **Development of management efficiency.** Bangkok: Increase  
printing assets.
- Xu Rong. (2008). **Investigation and reflection on young people, young administrators,  
administrators' management, and status [ D].** China Wuhan: Central China  
Normal University Master Thesis.
- Zhou Fu. (1964). **Selected Managements of Western Ethics (Vol. 1) [M].**  
China Beijing: The Commercial Press.