

ภาวะผู้นำของผู้บริหารโรงเรียนในโรงเรียนมัธยมศึกษาตอนต้นในเขตคุนหมิง มณฑลยูนนาน
LEADERSHIP OF SCHOOL ADMINISTRATOR UNDER MIDDLE SCHOOL AT KUNMING
DISTRICT IN YUNNAN PROVINCE

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นักศึกษาระดับปริญญาโท สาขาวิชาภาวะผู้นำทางการบริหารการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยกรุงเทพธนบุรี
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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ (1) เพื่อศึกษาภาวะผู้นำการบริหารโรงเรียน มัธยมศึกษาตอนต้น อำเภอคุนหมิง มณฑลยูนนาน; และ (2) เพื่อเปรียบเทียบภาวะผู้นำของผู้บริหารระดับมัธยมศึกษาตอนต้นในเขตคุนหมิง มณฑลยูนนาน จำแนกตามประสบการณ์การทำงานและระดับการศึกษา วิธีการวิจัยเป็นแบบวิจัยเชิงสำรวจ ประชากรประกอบด้วยครูในโรงเรียนมัธยมต้นในเขตคุนหมิง มณฑลยูนนาน จำนวน 1,010 คน กลุ่มตัวอย่างประกอบด้วยครูจำนวน 278 คน กลุ่มตัวอย่างถูกกำหนดจากตารางของเครจซี่และมอร์แกนด้วยวิธีการสุ่มตัวอย่างง่าย เครื่องมือที่ใช้ในการรวบรวมข้อมูลคือแบบสอบถามแบบให้คะแนน 5 ระดับ สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ความถี่ เปอร์เซ็นต์ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการทดสอบที

ผลการวิจัย (1) ภาวะความเป็นผู้นำของผู้บริหารโรงเรียนระดับมัธยมศึกษาตอนต้น อำเภอคุนหมิง มณฑลยูนนาน ในภาพรวมและในแต่ละด้าน อยู่ในระดับมาก; และ (2) การเปรียบเทียบภาวะผู้นำของผู้บริหารระดับมัธยมต้นในเขตคุนหมิง มณฑลยูนนาน จำแนกตามประสบการณ์การทำงานและระดับการศึกษา ในภาพรวมและในแต่ละด้าน ไม่แตกต่างกัน

คำสำคัญ: ภาวะผู้นำ, ผู้บริหารโรงเรียน, โรงเรียนมัธยมต้น, เขตคุนหมิง, มณฑลยูนนาน,

Abstract

The objectives of this research were:(1) to study the leadership of School Administration under Middle School at Kunming District in Yunnan Province; and (2) to compare the leadership of Administrators under Middle School at Kunming District in Yunnan Province, classified by work experience and educational level.The research methodology was a survey research. The population consisted of 1,010 teachers under Middle School at Kunming District in Yunnan Province. The sample consisted of 278 teachers. The sample size was determined by Krejcie and Morgan's Table and obtained by simple random sampling technique. The instrument used for data collection was a five-point rating scale questionnaire. The statistics used for data analysis were frequency, percentage, mean, Standard Deviation, and t-test.

Major finding: (1) the leadership of School Administrator under Middle School at Kunming District in Yunnan Province in the overall and in each aspects were at a high level; and (2) comparison the

leadership of Administrators under Middle School at Kunming District in Yunnan Province, classified by work experience and educational level, in the overall and in each aspect were not different

Keywords: Leadership, School Administrator, Middle School at Kunming District, Yunnan Province,

INTRODUCTION

Pursue socialism with Chinese identity into the modern era. Socialist education with a Chinese identity faces the modern era. Modern era set educational background mission and also proposed an educational request about changes at the main conflicts of modern society Minutes of the 19th National Congress of the Communist Party of China presented important diagnostics. The main conflict in Chinese society transformed into a conflict between "People's ever-increasing need for a better life versus unbalanced and inadequate development." depends on education, unbalanced and inadequate development." In the past, education reform and educational governance insufficiently promoted Quality education is hindered, and cultivating innovative people is far from the need for social development. enter a new era The focus of education reform is to carry out the basic mission of cultivating people through morality and cultivating social responsibility. innovative spirit and ability to practice "Changes in education and economic development a dramatic increase in the internationalization of education Continue to deepen the reform of the administrative system. and changes in the concept of school operations curriculum reform Teaching methods and educational oversight structures all create new challenges for the president. Rector as an important leader and participant in educational activities It should be in line with the needs of the times to achieve corresponding changes. Studying the improvement of the rector's administrative capacity in the context of the new curriculum transformation is an important guarantee to smoothly drive the reform of the new curriculum and is crucial for the development of our country's educational career. for the rector of the school It is to raise the level of administrative ability of the rector of the school. for that school Has increased the efficiency of school administration. for students to have better grades a better learning environment Improving children's academic performance for parents has implications for the whole society.

Research Objectives

1. To study the leadership of School Administrators under Middle School at Kunming District in Yunnan Province.
2. To compare the leadership of School Administrators under Middle School at Kunming District in Yunnan Province perception of teachers, classified by work experience and educational level.

Research Framework

In this research, the researchers the concepts of Stephen Covey (2003) in leadership. Define a conceptual framework for the leadership of the administrators under Junior [senior] Middle School at Kunming District in Yunnan Province, as shown in Figure 1.1:

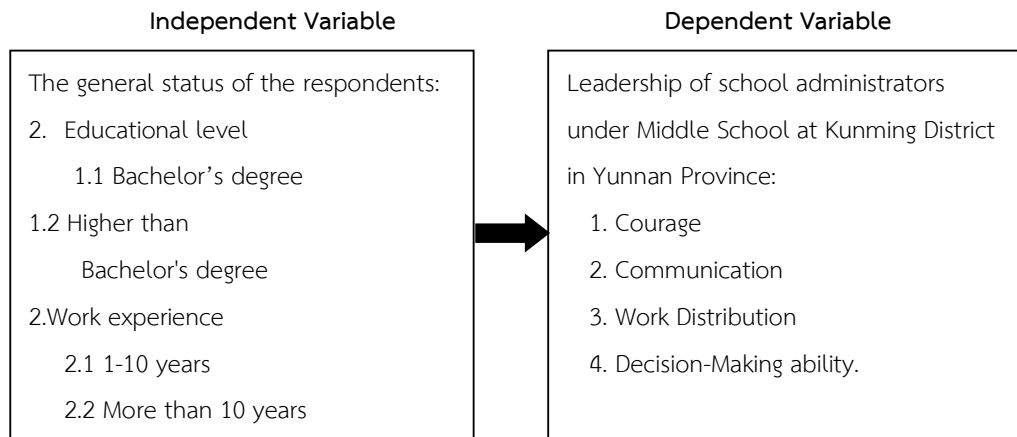


figure 1. Research Framework

Methods of conducting research

Population: The population were 1,010 teachers under Middle School at Kunming District in Yunnan Province, in the 2022 academic year

Sample: The sample consisted of 278 teachers under Middle School at Kunming District in Yunnan Province. The sample size was determined by the table of Krejcie & Morgan (1970) and was obtained by stratified random sampling using school as strata and proportional selection were employed.

Table: Sample of Middle School at Kunming District in Yunnan Province in the 2022 academic year

School	Population	Sample
1. Zhefu Junior [senior] Middle School, District, Kunming City	306	84
2. The Affiliated Junior [senior] Middle School of Kunming College of Arts and Sciences, District, Kunming City	106	29
3. Yunnan Changle Experimental Junior [senior] Middle School	223	61
4. Kunming High-tech Zone Henderson High-tech No. 1 Junior [senior] Middle School	139	38
5. Zhongying Experimental Junior [senior] School, District, Kunming City	236	65
Total	1,010	278

Research instruments

The research instrument used in this study was a questionnaire 5 point rating scale. This questionnaire is divided into two parts as follows:

Past 1: A questionnaire about the general information of the respondents. Checklist classified by educational level and work experience.

Past 2: Questionnaires are used to collect teachers' perception. Leadership of School Administrators under Middle School at Kunming District in Yunnan Province:

- 1) Courage
- 2) Communication
- 3) Work Distribution
- 4) Decision-Making ability.

Data Analysis:

This research title was Leadership of School Administrators under Middle School at Kunming District in Yunnan Province. Research objectives, (1) to study the leadership of School Administrator under Middle School at Kunming District in Yunnan Province, and (2) to compare the leadership of School Administrators under Middle School at Kunming District in Yunnan Province perception of teachers, classified by work experience and educational level. The data was analyzed in the follows:

1. Symbols used in research
2. The process of presenting the results of the data analysis
3. Data analysis results

Data analysis result

Part 1: Results of the general data analysis of the respondents

Table 4.1 General information of the respondents:

(n=278)

General Information	Number	Percentage
1. Educational Level		
1.1 Bachelor's degree	112	40.30
1.2 Higher Bachelor's degree	166	59.70
Total	278	100
2. Work Experience		
2.1 < 10 years	150	54.00
2.2 ≥ 10 years	128	46.00
Total	278	100

Table 4.1 found that Leadership of School Administrator under Middle School at Kunming District in Yunnan Province was that the respondents with the most degrees had 166 Bachelor's degrees, accounting for 59.70%, followed by 112 Higher Bachelor's degrees, accounting for 40.30%. The person with the most work experience had 150 more than 10 years, accounting for 54.00%, followed by 128 at least 10 years, accounting for 46.00 %.

Part 2: The results of Leadership of School Administrator under Middle School at Kunming District in Yunnan Province.

To study the level of personnel administration of To study the level Leadership of School Administrator under Middle School at Kunming District in Yunnan Province as shown in Table.

Table 4.2: Show the Mean, Standard Deviations and levels of Leadership of School Administrators under Middle School at Kunming District in Yunnan Province: Overall and in each aspects: (n=278)

No.	Leadership of Administrators	(\bar{X})	S.D.	Level
1	Courage	3.23	0.50	moderate
2	Communication	3.67	0.51	high
3	Work Distribution	3.98	0.60	high
4	Decision-making ability	3.95	0.67	high
	Total	3.68	0.42	high

Table 4.2 found that the teachers' perception of Leadership of School Administrator under Middle School at Kunming District in Yunnan Province. Overall at a high level (\bar{X} = 3.68). Considering at each aspect, Courage at a moderate level (\bar{X} = 3.23). For other aspect were at a high level.

Part 3: The results of comparative analysis of Leadership of School Administrators under Middle School at Kunming District in Yunnan Province, classified by educational level and work experience.

Table 4.7: Comparison of the teachers' perception of Leadership of School Administrators under Middle School at Kunming District in Yunnan Province.

(n=278)

No.	Leadership of School Administrator	Educational level				t	P
		Bachelor's degree		Higher than Bachelor's degree			
		(\bar{X})	S.D.	(\bar{X})	S.D.		
1	Courage	3.24	0.51	3.22	0.50	.424	.672
2	Communication	3.67	0.52	3.66	0.50	.074	.941
3	Work Distribution	4.07	0.61	3.93	0.59	1.916	.056
4	Decision-making abilities	4.00	0.71	3.92	0.65	.958	.339
	Total	3.72	0.44	3.64	0.41	1.562	0.42

In Table 4.8, in the t-test, teachers with different educational levels came to recognize the leadership of school Administrators under Middle School at Kunming District in Yunnan Province classified by educational level was not different.

Table 4.8: Comparison of the teachers' perception of Leadership of School Administrator under Middle School at Kunming District in Yunnan Province, classified by work experience

(n=278)

No.	Personnel Administrators	work experience				t	P
		<10years		≥10years			
		(\bar{X})	S.D.	(\bar{X})	S.D.		
1	Courage	3.20	0.51	3.25	0.49	-.841	.401
2	Communication	3.64	0.51	3.70	0.51	-1.095	.274
3	Work Distribution	4.06	0.57	3.88	0.62	2.502*	.013
4	Decision-making abilities	3.95	0.69	3.95	0.57	.086	.932
Total		3.69	0.42	3.66	0.43	.755	.451

*p<.05

From Table 4.10 t-test, teachers with different work experiences come to recognize the Leadership of School Administrator under Middle School at Kunming District in Yunnan Province was not different. But Work Distribution aspect the different was statically significant at the .05 level.

Discussion

Discussion about major findings of objective leadership.

1. The courage of the personnel administration Leadership of School Administrator under Middle School at Kunming District in Yunnan Province overall a moderate level. Courage in educational management leadership refers to firm determination and self-confidence in the face of uncertainty, challenges and risks. This courage enables leaders to make difficult decisions, take responsibility positively, and maintain stability and morale during difficult times. By demonstrating courage, leaders can inspire team members to follow and believe in their vision and goals. In the context of transformational leadership, the leaders of middle school administrators in District, Kunming City, Yunnan Province need to improve their courage. Forman Renningham emphasized in "The Moral Imperative of School Leadership" (2003) Courage required in educational leadership. This book explores how educational leaders can demonstrate courage and responsibility in the face of ethical issues and change on campus, consistent with this research.

2. The communication in the personnel administration management, the cognition of middle school teachers in District, Kunming City, Yunnan Province to the administrative leadership of the school, is generally at a relatively high level. Communication is a vital aspect of leadership in educational

administration. Effective communication helps build good working relationships, fosters teamwork, and drives the growth and success of educational organizations. Educational managers need to use a variety of communication skills to ensure that information is delivered accurately, clearly, and effectively communicated to all parties. Kenneth Leithwood's *Transforming Leadership: Making the Impossible Possible* (2005) highlights the need for educational leaders to communicate effectively to build trust, share a vision, and drive change, consistent with this study.

3. Work distribution in personnel administration: Teachers of Middle School in Kunming District, Yunnan Province have a relatively high level of cognition of the school's administrative leadership. When considering each item, it is found that all items are at a relatively high level. Educational management leaders play a vital role in job allocation, they need to rationalize the tasks and responsibilities to ensure the running of the educational institution's colleges and universities. The content probably includes task assignment and priority management. Resource allocation, cross-departmental coordination, team building, etc. Kenneth Leithwood's *Leadership: What's in It for Schools* (1992) has been influential in the field of educational leadership and management. This book examines the role and influence of educational leaders, particularly in school settings. In this book, Rice highlights how leaders can build trust, share a vision, and drive change through the right distribution of work. His research has had a profound impact on educational leadership theory and practice, providing educational administrators with valuable guidance and insights, consistent with this study.

4. Decision-making ability in personnel administration: Middle school teachers in District, Kunming City, Yunnan Province have a relatively high level of cognition of the leadership of school administrators. When considering various items, it is found that all items are at a relatively high level. Good decision-making skills are critical in educational management leadership. Educational administrators are constantly confronted with a wide variety of decisions that need to be made wisely, from day-to-day administrative tasks to strategic planning. Tom Sergiovanni's *"Leadership for the Schoolhouse: How Is It Different? Why Is It Important?"* (2001) highlights the need for leaders to be able to make decisions that balance the various needs and challenges of the school. This book explores the differences between school leaders and leaders in other fields, and the role of school leaders in balancing the interests and decision-making of schools, consistent with this research.

Recommendations

Education is a large system. Under this system, the implementation of transformational educational leadership should be similar. This study only selected five middle schools in District. The scope may not be large. A comparison of secondary schools, or a comparison between provinces. In addition, the scope of educational leadership is very wide, including but not limited to strategic planning, resource management, teacher-student relationship cultivation, instructional design, innovation promotion, communication and cooperation, quality improvement, diversity inclusion, crisis management and other key areas. Educational managers need to play a role in these aspects to ensure

the overall operation of educational institutions, the quality of teaching and the comprehensive development of all members. This research is based on courage, communication, work assignment, decision-making ability, emotional intelligence and empathy in educational management leadership, which can be expanded later.

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