

AN ANALYSIS OF FACTORS AFFECTING ORGANIZATIONAL EFFECTIVENESS OF SCHOOLS UNDER BANGKOK METROPOLITAN ADMINISTRATION

Narit Seangsukswang¹

Pruet Siribanpitak²

This research was financially sponsored by THE 90th ANNIVERSARY OF CHULALONGKORN UNIVERSITY FUND (Ratchadaphiseksomphot Endowment Fund)

Abstract: The purposes of this descriptive research were: 1) Analyze the factors affecting the organizational effectiveness of schools under the Bangkok Metropolitan Administration. 2) Correlate the size and direction factors affecting the organizational effectiveness of schools under Bangkok Metropolitan Administration. The respondents consisted of 860 people both directors and teachers from 430 schools. Data was analyzed using descriptive statistics and multiple regression analysis, namely hierarchical stepwise regression analysis.

The findings of the research indicated that the effectiveness of the organization of schools under the Bangkok Metropolitan Administration was high in all four aspects. Effectiveness in latency preservation ranked the highest, followed by goal achievement, integration and the ability to adapt. When all four factors that affected schools under the Bangkok Metropolitan Administration were considered, there was 99.70 percent probability that the effectiveness of schools under the Bangkok Metropolitan Administration could be correctly estimated. Employee characteristics factors could best be used describe the variability in the effectiveness of schools under the Bangkok Metropolitan Administration at 90.30 percent. The next best were the managerial policies & practices characteristics, environment characteristics and organization characteristics respectively. Correlate of the size and direction factors affecting the organizational effectiveness of positive direction were structure, technology, internal environment, relationship, motivation, communication, and adapt innovation and negative direction was external environment, support operation, strategic goal and leadership, respectively.

Keywords: Factors, Organizational Effectiveness, Schools under Bangkok Metropolitan Administration

Introduction

Education is an important issue and essential for every person to study and gain experiences. Thus, the Bangkok Metropolitan Administration sets up administrative educational policies from the kindergarten level to higher education levels. Such policies aim to improve both qualities and standard of all educational levels. This is to provide opportunities to every person in society. Educational administration under Bangkok Metropolitan focuses on the development of the people, the society and the nation. Schools under the Bangkok Metropolitan Administration mainly look after basic education. An educational institution is organization that executes the management and education. The Bangkok Metropolitan Administration sets up the policies and supervises every Bangkok Metropolitan Administration to run the education system fairly and equally without any charge in accordance with the Constitution B. E. 2540 and the Education Act B.E. 2542 and the 2nd additional protocols B.E. 2545. Office of education in Bangkok supervises 430 schools which are spread out in to 50 Metropolitan Administrations.

According to the two evaluation reports from the Office for National Education Standards Quality Assessment and education in Bangkok B.E. 255, the administrative management of schools under Bangkok Metropolitan Administration and the management of knowledge activities are still lacking effectiveness. Overall, the evaluation of students in the standard level 4 and 5 are moderated. The report on the national basic education test or (O – Net) has an average of 45.95 percent. In the Bangkok Metropolitan area, it was evaluated that there was an average of 47.00 which has to be improved.

The development of education is the development of human resources. This is to improve human resources physically and mentally. The administration of education; therefore, has to focus on the development of Thai people's potential to have moral, be knowledgeable, obedient and ready to face the impacts from continuously change both within and outside of the country. Moreover, these human resources will become the main driving force in developing the country stably and respond to the world fast pace. They are also the main driving force to learn, live and preserve Thai traditional way of life and to have their rights protected fairly. Preparing Thai youth and society to be a quality learning society and developing human resources to have both quality and moral that will result in the development of a solid economy and happily lives within the society. It

¹ Ph.D. Candidate in Educational Administration, Faculty of Education, Chulalongkorn University, Thailand

² Professor, Faculty of Educational, Chulalongkorn University, Thailand

will also lead to secure in natural resources, and collaboration in developing a good environment, developing the administration of the country under democracy which has a king as the head of the state. These mentioned above will lead to the improvement of educational quality that will eventually lead the country to be able to compete with others.

The idea of effectiveness of the organizations is the ability to organize and to utilize its resources to achieve its goals and the ability of the organization to stay in a changing environment, to achieve its best effectiveness.

Is the organizational of the schools effective? If so, to what extent is it effective? This illustrates the essentialness of having the organization evaluated in order to get the data whether the schools are organizational effective and to what extent, they are currently at. The idea of the evaluation can be taken in various forms. However, this research will use factors affecting the effectiveness of the organization in accordance with Parson's theory (1977) which are as followed; 1. adaptation 2. goal achievement 3. Integration and 4. latency.

Purposes of the Research

1. To analyze factors affecting the effectiveness of organizational schools under the Bangkok Metropolitan Administration.
2. To determine the factors affecting the organizational effectiveness schools under the Bangkok Metropolitan Administration.
3. To determine the size and direction of factors affecting the organizational effectiveness of schools under Bangkok Metropolitan Administration.

Questions to the Research

1. What is level of organizational effectiveness schools under the Bangkok Metropolitan Administration?
2. What factors affect the organizational effectiveness of schools under the Bangkok Metropolitan Administration?
3. Correlate the direction and size factors affecting the organizational effectiveness schools under the Bangkok Metropolitan Administration?

The Main Ideas of the Research

This research is about analyzing factors affecting organizational effectiveness of schools under Bangkok Metropolitan Administration. The main ideas consists of two points namely factors affecting organizational effectiveness of schools under the Bangkok Metropolitan Administration and the evaluation of organizational effectiveness of schools under Bangkok Metropolitan Administration.

1. Factors which affect organizational effectiveness of schools under the Bangkok

Metropolitan Administration and these are to study a variable which is a cause or impact to the organizational effectiveness following Steer's theory (1977:8). Such theories consist of organizational characteristics, environmental characteristics, employee characteristics, managerial policies and practices.

2. Factors which are used in evaluating the organizational effectiveness of schools and this will be done by using Parson's social function model (1977). According to this theory, the organizational effectiveness can be evaluated by its ability to perform four duties which are; 1.adaptation 2.goal achievement 3.integration and 4.latency.

3. Correlate the size and direction factors affecting the organizational effectiveness of schools under Bangkok Metropolitan Administration.

The methodology

In this organizational effectiveness of schools under the Bangkok Metropolitan Administration study, the researcher used descriptive research composed of 5 steps as followed;

Step 1: Study the knowledge in order to get the research ideas by analyzing from documents, concepts, ideas, and theories and relevant past research studies. This is to get the characteristics of factors affecting organizational effectiveness of schools under the Bangkok Metropolitan Administration which is the main idea of this research.

Step 2: Limit the population and random groups of specimen. Researcher used schools under the Bangkok Metropolitan Administration to analyze data.

2.1 Limiting the population specimen in this research to 430 schools under the Bangkok Metropolitan Administration

2.2 People who gave data are 430 directors of schools under Bangkok Metropolitan Administration and 430 teachers. Thus, 860 people altogether.

Step 3 Building materials for this research and these are composed of two sets of materials as followed.

Set 1: Questionnaires on factors affecting organizational effectiveness of schools under the Bangkok Metropolitan Administration.

Set 2: A test on measuring the organizational effectiveness, questionnaires and a test on the organizational effectiveness using Parson's social function model which consists of five levels. The materials used in this research are set up to following these steps 1) theory learning 2) structure of the variable 3) building and developing materials.

Step 4 Collect data which the researcher is doing following these steps. The researcher wrote a letter from Graduate School to ask for cooperation in answering questionnaires and organizational effectiveness tests. Some questionnaires and tests will be

sent via mail while others collected by the researchers. After receiving the data, the researchers inspected whether such data received is completed and useful for analyzing.

Step 5 Analyze the data. The researchers analyze the data from the questionnaires and organizational effectiveness test by using a ready-to-use SPSS of Window. Moreover, the researchers analyze opinion about the factors affecting organizational effectiveness of schools under the Bangkok Metropolitan Administration by calculating Pearson Product Moment Coefficient Correlation and Multiple Regression Analysis by using hierarchical stepwise.

Step 6 Present the research

Data analysis

The research uses of schools under the Bangkok Metropolitan Administration amount 430 unit of analysis and 395 questionnaires were received schools 90.86 percentages, the questionnaires take to return to check the completeness. Which bring analyzed that can bring analyses get 389 school amounts 90.46 percentages for make data analysis by uses readymade program SPSS for Windows that have the detail as follows individual information of answer. That make questionnaire it analyzed by explains the frequency and percentage value the opinion data about the organizational effectiveness of schools under the Bangkok Metropolitan Administration analyses by calculating Pearson Product Moment Coefficient Correlation and Multiple Regression Analysis by using hierarchical stepwise

Findings and Conclusions

For question answer of research the organizational effectiveness of schools under the Bangkok Metropolitan Administration which level and have the factor any? And have any organizational effectiveness of schools under the Bangkok Metropolitan Administration for answers questions aforementioned, as follows.

1. The organizational effectiveness of schools under Bangkok Metropolitan Administration.

From an analyzed the organizational effectiveness of schools under the Bangkok Metropolitan Administration in the overall image is in many level and most. When, consider lay a side then to meet that, the ability in the sense of pattern culture preservation is valuable share topmost. Next, the ability in the achievement, in something the integration and in the adapt respectively. And when consider each side detail can summarize as follows.

1.1 The ability to latency .

Forms analyzing the organizational effectiveness of schools under the Bangkok Metropolitan Administration in the ability to latency,

can summarize that , the executives and teachers in the school under Bangkok, encourage the atmosphere that help to build duty practice and causes unity and love between the executive group and the teachers. There is a tradition in opinion acceptance of the teacher in the school to build the work pattern that emphasizes technical quality. There is that make teacher's way is born the inspiration in the instruction, draw the mind gives student and teacher or who related relationship to the school executive. The teachers behave by oneself according to regulations of official discipline that are praise and respect of guardian and community, behave by oneself stay in morals good frame continuously. And build work pattern that emphasize technical quality. The teachers have the pride that works in the school and behave by oneself stay in morals good frame continuously and love in the vocation. Also, that to the love and full confidence to school.

1.2 The ability to integration.

Forms analyzing the organizational effectiveness of schools under the Bangkok Metropolitan Administration in the sense of ability something the integration can summarize the executive. The teachers in the school are under Bangkok who are receive the cooperation from education both of government sector institute and private to development together. There are work integration and between school in border office and Bangkok to develop the technique and the way teach of teacher. They are continuously to make a good friendship between the executives and teachers, and so cause that manner of technical atmosphere. The school can join academic cooperation with the school that are under same school and others. The strength of academic school, there are the network to development for students together. There are relationships to made atmosphere of accompanies. There are activities to made together with guardian. Also, They are understanding and good relationship. The teachers have unity and help to advise the new technique for other. They have work integration in the work accompanies with efficiently. The work integration have to maintain and unity. The guardian and the community have the contentment of physical environment and the atmosphere that help to the education of students. Managed education in classroom of teacher that correspond with an analyze in overall of school under Bangkok Metropolitan Administration. The effective to perform of overall is in the high to the highest level.

1.3 The ability to goal achievement.

Forms analyzing organizational effectiveness of schools under the Bangkok Metropolitan Administration of adapting can summarize that administration the school is under Bangkok preceded

follow the plan. The stationer can note straight follow the vision duty. The objective and the aim operate follow the project has to fix in the plan fully every the project. That can manage the education straight quality follows the objective that the school notes use the resource worthwhile. And that is born topmost advantage, use straight budget follows the plan is stationed. That are born topmost advantage, procure the tool for use in activity learning arrangement has of a teacher enough. The school changes the assessment and have to assure education standard from an office assure the standard and assess education quality, can manage education have the quality and is accepted of a guardian and the community. The student bears fruit to are accomplished education way to change standard assess in each period. There is the ability in the analysis and synthetic, be omniscient every substance learning group traditionally education foundation formula, 2544 Buddhist Eras are omniscient about the locality and the folk wisdom, lead the knowledge that has to study go to use in the everyday life. There is completed strong both of body health. There is morality virtue and have desirable quality, when end the course has already can further study the high school education. There is the contentment to administration quality studies of the school and that guardian has the contentment to something manage education in classroom teacher that correspond with analyze in overall of schools under Bangkok Metropolitan Administration. The effective to perform of overall is in high to the highest level.

1.4 The ability to adapt.

Forms analyzing the organizational effectiveness of schools under the Bangkok Metropolitan Administration in the ability of adapting, can summarize the administrators and the teachers in the school can restructure administration work correspond with economy, social and politics. There is informed and ready to support the change can adapt the rule that correspond with works and adapt the way of working correspond with environment. There is using innovation in operating for increase efficiency in ability of using computer technology for efficiency learning expansion of a student, develop ability of teachers in using innovation education efficiently, an analyzed the state of economy and politics made strategic plans to correspond with context. And developed teachers for taking the change that happen in the future. Encouraged teachers to inform the important of changing, adapted administrative strategy correspond changed environment, sought new things for developing quality of education. And also, can control the information for the present and future.

Form an analyzed the organizational effectiveness of schools under the Bangkok Metropolitan Administration that the schools had the general effectiveness in high level and highest in very factor.

The school was high effectiveness; there is the ability of cultural preservation in high value. Next, there is achievement ability and then ability in integration and adapting is valuable share respectively which correspond with effective analysis of the school.

2. The factor in affecting organizational effectiveness of schools under Bangkok Metropolitan Administration.

Form an analyzed the organizational effectiveness of schools under the Bangkok Metropolitan Administration in aspects found out that every organization variable characters have the state fact character is in the high level, by structure organization variable is valuable within is in the highest level, next outside environment. The character of people is high to highest by have side factor about relationship of organization is high value. The next is the motivation in policy administration mechanical variable urges to be valuable share top-most. Then, communication leadership supporting the processing and innovation.

3. Correlating of the size and factor's direction that affected the organizational effectiveness of schools under Bangkok Metropolitan Administration.

The factor of organization characteristics was relation of the size and the direction of the factor affecting the organizational effectiveness of schools under Bangkok Metropolitan Administration had valuable the coefficient was related to multiple equaled to .951 was add valuable. In addition structure organization factor valuable the coefficient equaled to .632 and the Technology was valuable the coefficient equaled to .331.

The factor of environment characteristics were the relation of the size and the direction of the factor affecting the organizational effectiveness of schools under Bangkok had valuable coefficient was related to multiple equal to .965 was valuable is add valuable environment outside side was valuable the coefficient equaled to -.236 is minus valuable, the side environment was valuable the coefficient equaled to .796.

The factor of employee characteristics was factor's direction that affected the organizational effectiveness of schools under Bangkok was valuable coefficient that related to multiple equaled to .996 was add valuable; relationship side to organization was valuable the coefficient equals to .303. Motivation was valuable the coefficient equaled to .604.

The factor of managerial policy and practicing characteristics were related with the size and the direction of the factor that affected with the organizational effectiveness of schools under Bangkok was valuable the coefficient was related to multiple equaled to .997 was add valuable specification aim mechanical side urges to valuable the coefficient equals to -.122 was minus valuable. The supporting in work practicing was valuable the coefficient equaled

to -.210 communication sides were valuable the coefficient equals to .235 .Leadership was valuable the coefficient equaled to -.030 was minus valuable. In the fining organization and the innovations were valuable the coefficient equaled to .078.

Recommendation for the Future Research.

From this research to think still have many interesting issue. It will should have the research in the future, as follow.

2.1 It should study an analyzed the organizational effectiveness of schools under the Bangkok Metropolitan Administration, by separating follow the size of the schools. For example, the large-sized, the medium-size and small-sized for in schools.

2.2 It should be the research and assessment effect administration system in the school under the Bangkok Metropolitan Administration.

2.3 It should be developing format education administration development of the school is under the Bangkok Metropolitan Administration for being model at appropriate the administration studies in metropolis level.

2.4 It should be the research about the relationship organization of government teachers is under the Bangkok Metropolitan Administration for leading the

data to set a policy the education administration of Bangkok Metropolitan Administration.

Reference

- Parsons, T. (1978). *Action Theory and The Human Condition*. NY: The Free Press, 1978.
- Parsons, T. (1977). *The Evaluation of Societies*. Prentice – Hall, 1977.
- Parsons, T. (1970). *Social Structure and Personality*. London: The Free Press, 1970.
- Parsons, T. (1963). *The Social System*. Illinois: The Free Press of Glencoe, 1963.
- Parsons, T. (1971). *The System of Modern Societies*. New Jersey: Englewood Cliffs and Prentice-Hall, 1971.
- Robbins, Stephen P. (1990). *Organization Theory: Structure, Design, and Applications*. 3rded. New Jersey: Englewood Cliffs, 1990.
- Senge. M. Peter et al. (2000). *School that learn: A fifth discipline field book for educators, parents and everyone who care about education*. New York: Doubleday, 2000
- Steers. M. R. (1977). *Organization Effectiveness; A Behavioral View*. Satana Monica ,California: Goodyear, Publishing Company, 1977.
- Steers. M. R. Ungson, R. G., and Mowday, T. R. (1985). *Managing Effective organization: An Introduction*. Boston: Kent, 1985.