

A Model Development of Administrators Leadership Integrating Garāvāsadhmma IV in Primary Schools under Bangkok Metropolitan Administration

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Abstract: The purposes of this research were 1) to study the leadership of primary school administrators, 2) to study the leadership styles of administrators integrating Garāvāsadhmma IV in primary schools, 3) to propose the leadership styles of administrators integrating Garāvāsadhmma IV in primary schools. Research tools used in the research were questionnaires distributed to 390 administrators and teachers in primary schools under Bangkok Metropolitan Administration, interview form by interviewing 24 key informants, and questions for focus group discussion with 9 experts. The researcher collected the data and analyzed data consisting of 1) document analysis using content analysis, quantitative data analyzed using percentage, frequency, mean, and standard deviation. Data from interview and focus group discussion were analyzed by using content analysis. Results indicated that leadership of primary school administrators under the Bangkok Metropolitan Administration consisted of 3 aspects which were 1) vision (Chakkuma), 2) knowledge and ability (Withusu), and 3) Human relations (Nissayasampanno), and overall was in a high level. Considering in each aspect showed that it was at high level in all aspects. Leadership styles of administrators integrating Garāvāsadhmma IV in Primary schools under Bangkok Metropolitan Administration consisted of the leadership principles of the administrators of primary schools. Garāvāsadhmma IV is fair for people to live together, honesty with one another, self-training, patience, tolerance, sharing, generous, the qualities of those who can create honor, create wisdom, and create wealth and building a group of friends and family to succeed with their own perseverance. Garāvāsadhmma IV consists of 4 principles which are (1) truth, (2) emotional control, (3) patience, and (4) sharing. Leadership styles of administrators integrating Garāvāsadhmma IV in primary schools under the Bangkok Metropolitan Administration was called L G S Model, there will be 3 important points which are: 1) Leadership (L), Leadership of the administrators of primary schools was shown in physical behavior various words of leaders that colleagues or subordinates working together to achieve the goals set in 3 ways, which were (1) vision (Chakkuma), (2) knowledge and ability (Withusu), and (3) have human relations (Nissayasampanno). 2) Garāvāsadhmma IV (G) is justified for executive leadership in primary school under Bangkok Metropolitan Administration, there are 4 factors which consisted of truth, emotional control, patience, and sharing. 3) School (S), school administration was the operation in all 4 aspects of the school, which were (1) academic administration, (2) budget administration, (3) human resource management, and (4) general administration.

Keywords: Administrators Leadership, Garāvāsadhmma IV, Bangkok Metropolitan Administration

1. Introduction

The principles of Buddhism to be used in daily life according to the nature of the problem according to the intellect and will of the individual. Therefore, there are various levels of teaching of Buddhism, both basic, middle and high. There are both parts called It is the philosophy and the world, etc. (Somboon Suksamran, 2017: 90) [1]. Applying the principles to solving problems of society is important in Thai society who are knowledgeable and able to lead members towards the goals that have been laid out together the same is true in Thai society. There will always be a leader with Buddhist leadership, meaning someone who is well-rounded, visionary, knowledgeable, capable, responsible for the work, and have personal relationship skills look at the subordinates in a positive light fair have a heart know love and unity. There is a sacrifice without persistence, without prejudice, which virtue these must exist in the leadership of the leader to maximize the benefits and efficiency of their work through self-management, people management, and organization management. In the way of Buddhism, it is considered to be a leader who has good Buddhist leadership. Must have qualifications according to Buddhist principles a leader who has a Buddhist leadership to lead another person. In the footsteps of Buddhism, it is considered a very important person. The larger the organization the importance of a leader with Buddhist leadership to its members is becoming more and more important. On the other hand, any organization has a leader without Buddhist leadership. The organization has to face difficulties in the management of that organization.

In the management system of every organization, the key mechanism that will lead to a good goal is the "leader". Management, including planning initiatives management, supervising and implementing improvements and solutions to various problems to achieve the goals of the organization. Leaders are influencers that can affect every aspect of the organization, be it management and personnel, leadership or leadership is a process by which

executives influence the behavior of others. One of the most important factors of success in leadership roles is being a good leader is right, so in every organization there is a need to have a good leader.

School Administration to be effective according to the aims of the National Education Act Executives must use leadership, distribute the responsibility fairly to the subordinates in their respective units. In this globalized era, management needs to be able to adapt leadership to various changes, and solve problems that arise to be suitable for every situation and use their knowledge and abilities to benefit the effective management good management should have the ability to manage the work by allowing the personnel to cooperate with the willingness and the full ability executives must have the ability to build morale and encouragement to the operators to achieve job satisfaction. The love and faith in the organization. Sacrifice for work exert energy and encouragement mind power find a way to improve the work that progresses even further (Pichapop Phankhae, 2011: 42) [2].

Organization administrators are required to have leadership. This is because leadership is a state of Dominating other people in an organization where people in the organization can cooperate and perform their tasks to achieve their goals, a good leader must use his leadership in directing the mission. The duties run neatly and accomplish the objectives as well as giving both the results and the whole heart. Therefore, leadership is a very important factor in the management of the organization, because various aspects of the organization's performance are related to the quality of the leadership. 2007: 403) [3]. If an organization has a quality executive or leader to administer it, it can be a guarantee that it must be developed and prospered. Representatives of the organization and is the focal point of the people in the organization. Hence, leaders are responsible for both the personnel within the organization and the contributions made by adjusting to face change or to keep their status and role clear.

School administrators range from basic entry level to advanced level each level is of all importance. It is like a person who controls a mechanism that drives things in every part, so executives at all levels are equally important. In addition to these individuals, there are various characteristics that indicate a managerial personality. Knowledge and charisma have awesome power. A qualified person or a senior but what is indispensable is leadership that must lead the school teachers and personnel involved in the development to achieve the goal of national education.

However, leadership problems often arise in today's society, such as inefficient management. can't solve problems in the organization there was a never-ending conflict that have no trust each other or not being able to control one's emotions have little emotional maturity until the matter of immorality looking beyond the working atmosphere lack of good human relations lack of building morale for officials and people the problem of injustice has no vision, lack of knowledge and understanding in human resource management, lack of knowledge and understanding of roles, duties and procedures lack of decision making and participation in making decisions that are good enough and a longstanding problem for leaders is the lack of transparency in their work.

To have vision diligence and patience honest these human relationships are good leadership traits. It is in line with the Garāvāsadhmma IV looking at all the great leaders who have been successful in the past and present, it is found that those leaders must have Garāvāsadhmma IV adhered to as a practice. One or more or some people have all 4 verses, which are principles that support encourage them to be leaders who are respectful, respected, able to inspire the hearts of their colleagues and solve problems.

Therefore, the researcher is interested in the leadership style of the administrators according to t Garāvāsadhmma IV in primary schools under Bangkok. The opinions of the personnel within the school can reflect the leadership. The best way to build a leader it will study 4 principles of leadership according to secular principles, which consist of competence, diligence honesty and human relations a comparative study of the opinions of personnel on leadership according to Garāvāsadhmma IV, including problems, obstacles, and recommendations about the leadership of the executives according to Garāvāsadhmma IV, elementary schools under Bangkok Metropolitan Administration.

2. Research Objectives

The purposes of this research were 1) to study the leadership of primary school administrators, 2) to study the leadership styles of administrators integrating Garāvāsadhmma IV in primary schools, 3) to propose the leadership styles of administrators integrating Garāvāsadhmma IV in primary schools.

3. Research Method

This study, researchers used a survey research model, along with in-depth interview and focus group discussion, which was a mixed methods research between quantitative research and qualitative research by analyzing data from documents, textbooks, statistical data, research reports of various departments academic articles, thesis, as well as relevant research work both at home and abroad and a formal in-depth interview by using the interview questionnaire created by the researcher to study the opinions of the school administrators who are the target groups as a case study, questionnaires were distributed to the administrators and primary school teachers 390 sets of Bangkok Metropolitan

Administration, interviews with key informants are 20 school administrators and questions for focus group discussion. There were 11 key informants. The researcher collected the data and analyzed the data as follows: 1) document analysis, content analysis, 2) Analysis by using percentage, frequency, mean, standard deviation, 3) interview using content analysis and conclusion by interview, 4) focus group discussion using content analysis.

4. Research Results

The results of a study of the leadership of the executives according to Garāvāsadhmma IV in primary schools under Bangkok, level of opinion, leadership of executives according to Garāvāsadhmma IV in primary schools the 3 aspects of Bangkok Metropolitan Administration consisted of 1) Vision (Jakuma) 2) Knowledge and capability (Wituro) 3) Human relations (Nissai Sampanno) overall at a high level while each side was at a high level in all aspects.

Results of the Study of the Leadership Model of Executives according to Garāvāsadhmma IV in primary schools under Bangkok leadership of administrators according to Garāvāsadhmma IV in primary schools under Bangkok for schools under Bangkok, it consists of the principles of leadership of primary school administrators under Bangkok behaviors expressed in the body. Speech in different ways of leaders to allow participants or subordinates to work together to achieve the goals set by the primary school administrators under Bangkok has 3 aspects which are (1) have vision (jakkuma), (2) knowledgeable and competent (Withuro), (3) have human relations (Nissai Sampanno) in conjunction with 4 secular principles, fairness for coexistence, honesty to one another, self-cultivation, patience, self-sacrifice, sharing, kindness, qualities of those who can create honor, create wisdom, build wealth and create a group of friends to be successful in their strength and perseverance. It consists of 4 Dharma: (1) truth, sincerity, (2) control of emotions, (3) tolerance, patience, and (4) chaka, sacrifice.

Results of the presentation of the executive leadership model according to Garāvāsadhmma IV in elementary schools under Bangkok the leadership model of administrators according to Garāvāsadhmma IV in primary schools Bangkok Metropolitan Administration (L G S Model) will have 3 important focus points: 1) Leadership leadership of primary school administrators under Bangkok behaviors expressed in the body. Speech in different ways of leaders to allow participants or subordinates to work together to achieve the goals set, there are 3 things: (1) vision (jakuma), (2) knowledge and ability (Wituro), (3) have a human relationship (Nissai Sampanno). 2) Garavasadhmma IV is fair for the leadership of the executive primary school Bangkok Metropolitan Administration consists of 4 things: (1) truth, sincerity, (2) emotional control, (3) patience, patience. It is the operation in working in four areas of the school, including (1) academic administration, (2) budget management, (3) personnel management, and (4) general administration.

5. Discussion

Level of opinion, leadership of executives according to Garāvāsadhmma IV in primary schools the 3 aspects of Bangkok Metropolitan Administration consisted of 1) Vision (Jakuma), 2) Knowledge and capability (Wituro), 3) Human Relations (Nissai Sampanno), overall is at a high level while each side is at a high level in all areas due to Leadership of administrators according to Garāvāsadhmma IV in primary schools under Bangkok have good school management leadership efficient is excellent this is consistent with Daniel Yoshor, Eli M. Mizrahi, (2012) [4] research investigating the relationship between leadership styles and leadership effectiveness. It was developed from cultural differences of the work, which had a theory of situational leaders of hersey and blanchard believe that leadership effectiveness occurs when leaders can balance between the behavior of people-oriented work-directed behavior corresponds to the level of maturity or experience of the employee. Therefore, the sub-cultures of the employees of 2 groups, Ashkenazi and the sephardic group, were examined, affecting the leadership style of ethnic management. Israel research results showed that and the culture of the group ashkenazi and sephardic cultures did not influence the leadership style. Both people-oriented and work-oriented and is consistent with the research of Boone (1992) [5] studies about the leadership of rural education to find out what contributes to the success of Texas rural school group restructuring and Okahoma State, the results found that there are four main characteristics of the education district in the local people: 1) vision and alertness by accessing the quality of education and realize the necessity of change, 2) Creating a common vision by giving importance to communication or communication with the board of directors, 3) Creating sensitivity to principals, teachers, school committees and communities, and 4) Monitoring and monitoring to ensure that work that drives change. How much to achieve the goals the district must therefore be a creative mindset and be a supporter of innovation and seek new innovations to be used to develop learning to perform duties effectively.

Leadership of administrators according to Garāvāsadhmma IV in primary schools under Bangkok for schools under Bangkok, it consists of the principles of leadership of primary school administrators under Bangkok behaviors expressed in the body, speech in different ways of leaders to allow participants or subordinates to work together to achieve the goals set by the primary school administrators under Bangkok has 3 aspects which are (1) have vision

(jakkuma), (2) knowledgeable and competent (Withuro), (3) have human relations (Nissai Sampanno) in conjunction with Garāvāsadhama IV, fairness for coexistence, honesty to one another, self-cultivation, patience, self-sacrifice, sharing, kindness, qualities of those who can create honor, create wisdom, build wealth and create a group of friends to be successful in their strength and perseverance It consists of 4 dharmas: (1) truth, sincerity (2), control of emotions, (3) tolerance, patience (4) chaka, sacrifice, which is in line with the research of Wanthana Nowwan (2015) [6]. "Development of leadership based on Buddhism principles of Phrapariyattidhamma School personnel Department of General Education Group 3 "The research found that the concept of leadership based on Buddhist principles and western theories of leadership of Phrapariyattidhamma School administrators. The general education department group 1 found that 1) leadership characteristics according to the Buddhist principles in the third principle is the Papanikadhamma, followed by the Sangkasophon Sutta. In third place is the virtue Anat Bindikasethi and transformational leadership; 2) processes and methods of leadership development that affect work efficiency. It consists of attending leadership seminars. Study visit the school is well managed and has the leading leaders honoring or being well known and decentralizing leadership in a collaborative manner as for the general problem condition and leadership characteristics of the personnel of Phrapariyattidhamma School, General Education Department, Group 3, 1) Personnel, it was found that personnel lacked stability in the teaching profession. Welfare not equal to government personnel the frequent entry and exit rate leads to a lack of continuity in operations. 2) Budget: the main budget of the school comes from the average subsidy budget per capita per student. When the number of students is small, the budget is small. This is a problem and obstacle in management, and 3) the administration of executives. The main executive is the abbot, despite having a board of directors. However, there are many monastic missions thus causing the lack of flexibility in the management and the leadership characteristics of Phrapariyattidhamma school administrators were found that there is a sacrifice Generosity, compassion, vision, interpersonal take responsibility dedication to work and participatory management as for the development model of the leadership characteristics of school administrators, it was found that the first three principles of the papacy. (Having a good vision) in the field of work (expertise in work Professionalism) and Nissi Sampanno (Relationship building Good understanding and social creativity by relying on interpersonal skills), followed by Sangkasophon Sutta, in Wisarn Master (A mighty person Valiant in dealing with various problems that arise), Vinito (a good discipline having goodness in the work assigned), Viyatto (being a wise person, being knowledgeable and intelligent in working), Thammanutham Patipanno (Dharma practitioners keep the correctness in the right things) and the Phusuto (Being a knowledgeable person who studies memory The third place is Virtue Anathabindikasethi [7]. Having honesty and diligence is excellent generosity and the side of sacrifice and leadership according to western theory, namely transformational leadership giving freedom to work encouraging a positive attitude to work effectively and efficiently being an example of peace and human rights, and wanting a leader to be fair and equitable in performance must have the courage to change by bringing about ethics innovative change for superiority through the flexibility to adapt to the school situation which leads to survival in addition, leaders must know how to use the principles of Buddhism to create faith for themselves and also in line with the research of Patcharani Fugthongpun (2011) [8] researched on "Trends of desirable leadership traits among women private school administrators". The research found that they consisted of five leadership traits: (1) knowledge, (2) skills, (3) attitude, (4) morality and ethics, (5) personality while the desirable characteristics of the private girls school administrators contains features that are used to look forward with a vision. With knowledge and understanding in the context and Thai society in order to create knowledge and apply in the administration of private girls' schools appropriately to society and culture, the results were analyzed, mean, level of opinion, desirable leadership characteristics of experts. Those involved with the private girls' school to compare, it was found that the experts put the highest importance on personality leadership traits. Followed by moral and ethical aspects. Those involved pay close attention to morality. Highest ethics followed by attitude both groups focused on moral and ethical traits over other areas. The conceptual framework included factors affecting the educational management and educational administration of the private girls' schools, which influenced the leadership traits. The desires of private girls' school administrators in 5 areas are knowledge, skills, attitudes, morality, ethics and personality.

The leadership model of administrators according to Garāvāsadhama IV in primary schools Bangkok Metropolitan Administration (L G S Model) will have 3 important focus points: 1) Leadership, leadership of primary school administrators under Bangkok behaviors expressed in the body, speech in different ways of leaders to allow participants or subordinates to work together to achieve the goals set, there are 3 things: (1) vision (jakkuma), (2) knowledge and ability (Withuro), (3) have a human relationship (Nissai Sampanno), 2) Garavasadhama IV secular principle 4 is fair for the leadership of the executive. Elementary school Bangkok Metropolitan Administration consists of 4 things: (1) truth, sincerity, (2) emotional control, (3) patience, patience. It is the operation in working in four areas of the school, including (1) academic administration (2) budget management (3) personnel management (4) general administration. This is consistent with the research of Adams (1993) [9] studies organizational leadership and its impact on effectiveness. Organization of case studies in 60 schools to confirm that various leadership styles can judge organizational effectiveness can be which the analyzer argues that the dependent control or influence in the form of that organization and school effectiveness can be measured based on Parson's four

organizational functions: adaptability. Achieving the goal of integrating and maintaining stereotypes. Organizational culture the research instruments were graphs and three questionnaires concerning organizational control, overall satisfaction, and loyalty to the organization by asking 1,500 people who represent roles and various positions in elementary school and suburban secondary education to sort the effectiveness according to the perception information has been collected to study relationships Regression analysis and path analysis to determine impact Relationship with the 4 functions of the organization and in relation to increased levels of organizational effectiveness, which can be said that organizational leadership is an important predictor of organizational effectiveness and is consistent with the research of Wimon Chankaew (2012) [10] has researched "Creative leadership development model of school administrators under Surat Thani Primary Educational Service Area Office 3" The research results were found that there were 5 steps as follows: (1) The analysis of the creative leadership characterization of the creative leadership. School administrators want to develop, (2) Model building, (3) Model experiment, (4) Model development, (5) Model evaluation. 2) Leadership characteristics that need to be developed are 5 items: being a team learning leader. The leader of the leader that creates creativity risk management and performance-oriented leaders executives used leadership in the four working groups with the overall average at a high level. The results of using creative leadership after development were higher than before, and student teachers were satisfied with using them. The overall average of creative leadership in performance was high.

6. Conclusion

Leadership of primary school administrators the 3 aspects of Bangkok Metropolitan Administration consisted of 1) Vision (Jakuma), 2) Knowledge and Capability (Wituro), 3) Human Relations (Nissai Sampanno), overall at the high level, in each aspect at the high level in all aspects, while the leadership style of the administrators according to Garāvāsadhmma IV in primary schools Under the Bangkok Metropolitan Administration, it was found that the leadership of the administrators according to Garāvāsadhmma IV in primary schools under Bangkok for schools under Bangkok, it consists of the principles of leadership of primary school administrators under Bangkok behaviors expressed in the body. Speech in different ways of leaders to allow participants or subordinates to work together to achieve the goals set by the primary school administrators has 3 aspects which are (1) have vision (jakkuma), (2) knowledgeable and competent (Withuro), (3) have human relations (Nissai Sampanno), in Garāvāsadhmma IV, fairness for coexistence, honesty to one another, self-cultivation, patience, self-sacrifice, sharing, kindness, qualities of those who can create honor, create wisdom, build wealth and create a group of friends to be successful in their strength and perseverance it consists of 4 dharma: (1) truth, sincerity, (2) attitude, control of emotions, (3) patience, (4) chaka, sacrifice for presenting leadership styles of executives according to the principles of secularism, 4 primary schools under Bangkok Metropolitan Administration (L G S Model) will have 3 important focus points: 1) Leadership, leadership of primary school administrators under Bangkok behaviors expressed in the body, speech in different ways of leaders to allow participants or subordinates to work together to achieve the goals set, there are 3 things: (1) vision (jakuma), (2) knowledge and ability (Wituro), (3) have a human relationship (Nissai Sampanno), 2) Garavasadhmma IV secular principle 4 is fair for the leadership of the executive in primary school Bangkok Metropolitan Administration consists of 4 things: (1) truth, sincerity, (2) emotional control, (3) patience, and (4) chaka, sacrifice. 3) School administration. It is the operation in working in four areas of the school, including (1) academic administration, (2) budget management, (3) personnel management, and (4) general administration.

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