

Factors Affecting Strategic Leadership of Administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18, Thailand

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Abstract: The purpose of this study were to study 1) the level of Factors Affecting Strategic Leadership of Administrators. 2) the level of Strategic Leadership of Administrators. 3) the relation between Factors Affecting Strategic Leadership and Strategic Leadership of Administrators. 4) Factors Affecting Strategic Leadership of Administrators. Sample were the teachers Sahawittayaket Chonburi 1 about 285 people. The tool was questionnaire for estimating 5 levels. Statistics include frequency, percentage, average, standard deviation, Correlation coefficient and multiple regression. The results of the study were as follows: 1) the level of Factors Affecting Strategic Leadership of Administrators. Overall, all aspects are in a high level. When considering each aspect, it was found that the highest average factor of factors affecting the strategic leadership was Executive Characteristics. Next were Organizational culture, Achievement Motivation, Organizational Atmosphere, Social Support and the lowest average factor was Personality. 2) the level of Strategic Leadership of Administrators. Overall, all aspects are in a high level. When considering each aspect, it was found that the highest average factor of strategic leadership was Supporting Effective Organizational Culture. Next were Determining Strategic Directions, Organization Resource Management, Appropriate Organization Control and the lowest average factor was Focusing on Ethical Conduct. 3) the relation between Factors Affecting Strategic Leadership and Strategic Leadership of Administrators was high level of positive correlation ($r_{xy} = .809$) statistical significance at the level of .01. 4) Factors Affecting Strategic Leadership of Administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 found that the forecasting efficiency (R^2) was .761 or 76.10 percent. The statistical significance at the level of .01. Can write the following equation: $y' = .438 + .271X_3 + .193X_4 + .139X_1 + .125X_2 + .083X_6 + .082X_5$ and $Z'y = .481X_3 + .314X_4 + .265X_1 + .250X_2 + .180X_6 + .159X_5$

Keywords: Strategic Leadership, Sahawittayaket Chonburi 1, Secondary Educational Service Area Office 18, Thailand

1. Introduction

Education management followed by National Education Act of B.E.2542(1999) as amended (2nd Edition) (2002) section 39 has been determined that Ministry of Education must be decentralized the direct administration and educational to Educational service Area office and school in Educational Service Area. So the management included academic management, budget management, personnel management and general management in educational to be effectiveness its needed the high leadership of administrators. For adapting to the changing. globalization world. with using the knowledge and capability. to the effectiveness educational management. Ministry of Education has been the policy of changing. educational management by educational reform which determined the guideline of its by school reform teacher and educational personnel, course and educational process, Educational institution was the important personnel educational agency for educational management [1]. So the leadership had an important role for adjusting standard. Overall development meant to make the longer. organization structure, procedure. and thinking system development which high standard. The strategic development could be efficiency especially for standard management. As using the strategic leadership. to motivate the organization created for improvement and standard. Administrators stimulated every employee to use standard management adjusted. for structural organizational. And the management to be effective as expectancy and context of organizational [2].

Strategic Leadership was the procedure of alternative orientation and viability. As this theory, the leadership believed that organizational achievement must be the result of following the changing outside, situation and fortune the future of organizational in the long period. And development of strategy was for expected future. So organizational leadership must have strategic leadership for strategic management consisted on planning, viability control and assessment. School would be effectiveness its depend on many factors such as good management of resource. Strategic leadership was the leaders had on ability to create. the future vision and bring it come true for effectiveness organizational. Beginning from, leadership had a widely vision and successful conducted [3]. The educational management strategy was the management which had been planned to oriente, time and obviously procedure to protect the problem The strategic management had a widely vision which included the relationship of inside and outside. environmental for successful working. There had been guessed the future for obviously short

and long term and analyzed the wisely working path for success and competition, knowledge for suitable situations [4]. Nowadays, Administrators should have the model of strategic leadership for achievement and advancement which began from widely vision. and step-on assessment. School administrators must have strategic leadership to have new cognitive and new management for the change situation. And plan for the prefer strategy covered all mission and assignment. The strategic management could be useful for structural, cultural, technology, personnel resources in academy even though control and evaluation for advancement. The high-level of administrators would have responsibility for every step of strategic management [5]. For the concept of [6] showed that the administrators should be consist of strategic leadership 5 side as follow, 1) high-level cognitive 2) ability of taking all factors to determine strategy 3) expectancy and creating the future opportunity 4) reform thinking 5) vision. However, the school administrators could achieve the strategic management its must have good training and advanced courses in appropriate way and timing. The improvement method had many ways such as conference and training. The self-improvement administrators included personnel characteristic, mental, emotional, sociality, knowledge working-ability and modern leadership that correspond with the changing situation [7].

Leadership strategic was the procedure of alternative orientation and viability. As this theory the leadership believed that organizational achievement must be the result of following the changing inside and outside situation including fortune the long-period future of the organization. The strategic leadership should have achievement future to determine strategy, direction resource management, culture supposting ethical, appropriate control [8].

The strategic management was important for administrators to determine the strategic of education and put it to perform appropriate and successful for the heart of administration. Administrators must be planned for wisely strategies different creativity for guideline of efficient working in educational area and assessment the goal. If there had not the strategy, academy would not have obviously direction and plan for the appropriate changing situation [9].

From the above importance researcher interested to study the factor affecting strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 to find the result of research to improve planning and strategic leadership of Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18

2. Research Objectives

- 1) To study the level of factors affecting strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18.
- 2) To study the level of strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18.
- 3) To study the relation between factors affecting strategy leadership and strategic leadership of administrators Sahawittayaket Chonburi1 Under Secondary Educational Service Area Office 18.
- 4) To study factors affecting strategic leadership of administrator Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18.

2.1 Scope of study

The scope of this study consisted of scope of content population and sampling group and study variables as follows.

2.2 Scope of contents

Researcher studied the principle, concept, theory and related research which concerned about the factor affecting the strategic leadership administrators so it's concluded to 6 factors. 1)organizational culture 2) organizational atmosphere 3) achievement motivation 4) Social support 5) executive characteristic 6) Personality and also studied the principle, concept theory and relation research. which concerned about strategic leadership as 5 aspect 1) Determining strategic direction 2) organization resource management 3) supporting effective organizational 4) Focusing on ethical conduct 5) appropriate organization control

2.3 Poppulation and sampling group

Population was the teacher of Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 for 1,068 people (data year 2018).

Sampling group were teacher in Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 The determining sampling size by the calculation of [10]. There was 285 people by simple random sampling by

compare, the rule of three proportionally of each teacher in each secondary in Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18

2.4 The study variables

1) independent variables were the factors affecting strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 consisted 6 factors 1) organizational culture 2) organizational atmosphere 3) achievement motivation 4) Social support 5) executive characteristic 6) Personality

2) dependent variables were strategic leadership of administrator Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 have 5 aspect 1) determining strategic direction 2) organization resource management 3) supporting effective organizational culture 4) Focusing on ethical conduct 5) Appropriate organization control.

3. Reserch Methodology

3.1 Research Design

This Research was quantitative research. The tool used for collect data was questionnaire which researcher created by factors affecting strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 There was 3 parts Part 1 Data for Personnel factors of sampling for sexual age education level working period Part 2 The question about the factor of affecting strategic leadership Part 3 The questionnaire for strategic leadership scale 5 level For Reliability Tools Uses cronbach method [11] was 0.91 and content validity was 0.89.

The collected data method was done by researcher sent the 285 questionnaires to the school of secondary educational service area office 18 and perfections collection 100 percentage. The statistics for quantitative data analysis were frequency, percentage, average, standard deviation, correlation coefficient and multiple regression.

4. Research Results

1.The analysis result of personal factor found that the mostly was female 230 as 80.70 percent and male 55 as 19.30 percent mostly age was 30-40 years 139 as 48.77 percent. The other one less than 30 year for 78 as 27.37 percent, 41-50 years for 55 as 19.30 percent and 52.63 percent, master's degree for 106 as 37.19 percent and Doctoral degree for 29 as 10.18 percent. The working period mostly was 11-20 years for 152 as 53.55 percent, 24-30 years for 78 as 27.37 percent, less than 10 years for 30 as 10.53 and more than 31 years for 25 as 8.77 percent

2. The analysis result of factor affecting strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 was high level. The descending order was the executive characteristics factors, organization culture factor, achievement, motivation, organizational atmosphere, social support and personality factor and consider each aspect found that.

2.1. Organizational culture aspect overall was high level average that colleague as the number in family and keeping the reputation of organizational at the best. The Next one was considering the organizational as the home and come to do everything for organization in the development and successful. The lowest one was sacrifice and devotion for organizational

2.2. Organizational Atmosphere aspect overall was high level average that the important of trust for working of colleague and administrators. The next one was the trust for responsibility and the lowest average level was organization of working environment and equipment material for sufficient working.

2.3. Achievement motivation aspect overall was high level average that administration to be important the of morale and encouragement on working to motivate successful working. The next one job satisfaction and the lowest average was justice and friendly working.

2.4. Social support aspect overall was high level. The mostly average was promoting, support and community support for organization activity. The next one was community participation and the last one was community supported the activity budget.

2.5. Executive characteristic aspect overall was high level. The mostly average was ideology, consciousness, professional ethics and obviously structure management. The next one was good leadership characteristic.

2.6. Personality aspect overall was high level. The mostly average was friendly and help other willingly about working. The next one was teamwork. importance. The last one was a discipline and responsibility about works.

3. The result of analysis strategic leadership administrator Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 overall was high level. The highest to lowest average as follows, supporting effective organizational culture, Determining Strategic direction, organization resource management, appropriate organization control and the lowest average was focusing on ethical conduct. For each aspect analysis found that:

3.1 Determining strategic direction aspect was overall high level. The mostly average was ability of policy determining. which correspond with goal and vision of the community development department. The next one was the ability of strategic determining which analyze the straight and weak point, opportunity, and outside on inside throats, The lowest one was the clearly communication of planning.

3.2 organization Resource management overall was high level, the mostly one was the ability of appropriate budget management. The next one was promoting and supporting for personal learning of increasing working capacity. The lowest one was efficient in material management at costly user.

3.3 Supporting effective organizational culture overall was high level. The mostly one was an administrator as a good model in working the next one was the ability of adjusted working culture and values for corresponded with changing situations. The lowest one was the ability of evating trusted for love and unity in organizational.

3.4 Focusing on ethical conduct side and analyze by side found that honest in performance consistently The next one was the house towards subordinates with morality and ethic and the lowest average was the love and generosity toward subordinates

3.5 Appropriate organization control side overall was high level and considering each aspect was Modified Development of strategy management for consistent developed quality. The next one was the arrangement for employee to worked with efficiency The lowest level was to understand and response the need of consummation appropriate

4. The analysis result of relation between factor Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18

Table 1 Correlation coefficient between the factors affecting. Strategic leadership and Strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18

variabl e	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X
X ₁	1.00						
X ₂	.097	1.00					
X ₃	.182**	.048	1.00				
X ₄	.106	.172**	.353**	1.00			
X ₅	.196**	-.003	.089	.117*	1.00		
X ₆	.006	-.040	-.080	-.137*	.141*	1.00	
X	.544**	.448**	.509**	.496**	.539**	.369**	1.00
y	.443**	.346**	.652**	.549**	.315**	.113**	.809

**signifieancy .01

* signifieancy .05

From tabel 1 Found that factors affected to the strategic leadership and strategic leadership of Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 high positive Relation (rxy = 809) at significant .01 by order of the relation factor between strategic leadership and strategic leadership administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 as follow. Achievement motivation factor social support organizational culture organizational atmosphere executive characteristic and personality.

5.The analysis result of factor affecting strategic leadership administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18

Table 2 The result of multiple regression analysis for factor Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18

Model	b	S.E.b	β
(Constant)	.438	.130	
X3	.271	.018	.481
X4	.193	.020	.314
X1	.139	.016	.265
X2	.125	.015	.250
X6	.083	.014	.180
X5	.082	.016	.159
<i>R = .872, R² = .761</i>			

** p ≤ .01

From Table 2 Found that all 6 factors have affected on strategic leadership administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 For the most powerful to less as follows. Achievement motivation(X3) Forecasting efficiency equal to .271 the next one Social support (X4) forecasting efficiency equal to .193 organizational culture (X1) forecasting efficiency equal to .139 organizational Atmosphere(X2) forecasting efficiency equal to .125 Personality(X6) forecasting efficiency equal to .083 Executive Characteristic(X5) forecasting efficiency equal to .082

Multiple correlation efficiency(R) equal to .872 forecasting efficiency(R²) equal to .761 All 6factors affected to strategic leadership administrator Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 total 76.10 percent statistical significance .01 show that.

Can write the following equation:

$$y' = .438 + .271X3 + .193X4 + .139X1 + .125X2 + .083X6 + .082X5$$

Can write the following equation:

$$Z'y = .481X3 + .314X4 + .265X1 + .250X2 + .180X6 + .159X5$$

5. Discussion

1. Analysis result of the level of strategic leadership administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 overall were high level which correspond with [12] been studied for the factors affecting transformational. Leadership of administrators in small school under office of the Basic Education commission found that variable factors affected on transformational leadership of small school administrators overall was high level.

This way be because to be an administrator with strategic leadership must have many supporting factors such as specific characteristics personality, achievement motivation, creating organization atmosphere and culture to manage the efficient and effective organization. with widely vision corresponded with [13] should that the characteristics of effective leaders must have the ability of adjustment, social reorganization, aiming for success, good-decision, interdependence, high-enthusiasm working, endeavor and self confident.

Considering each aspects found that:

1.1 The factor affected on the strategic leadership was on executive characteristic which was the just level and correspond with [14] studied for satisfaction of administrators characteristic in the attitude of Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 2 found that the overall was high level

This way be because. the administrators must have ideology consciousness, professional ethics and obviously structure management, determination and undiscourage with problem and obstacles. The good leadership would be forced college. to fulfill working. correspond with [15] showed that leadership was the holistic characteristics, ability, behavior and a procedure of that person could be influenced other to do thing with satisfying [16] stated that administrators needed the ability to use an appropriate leadership for creating working-confidence, trusted, supporting, and well leadership.

1.2 The last factor affected on strategic leadership in personnel aspect overall was high level corresponded with [17] studied for the characteristic of school administrators in view of the teachers under Primary Educational service Area Chonburi 1, the personality aspect was a high level and correspond with [18] studied for the factors affected transformational leadership of Ais force pilot which found that the leadership personality aspect was a high level.

This way be because the administrators had friendly mind for helping other and value the team-working, working discipline, participative management and facely management which corresponded with [19] stated that the administrator must have coordinated and good relation with employees for motivating teamwork. Especially for participation and reduced the step working in order to facely working independence

2.Anaysis result for the level of strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 overall was high level which correspondent with the research of [20] studied for strategic leadership role of administrators under Municipality at Chantaburi,Rayong and that province found that strategic leadership of Administrators overall was high level and its also correspondent with [21] studied for strategic leadership of the school of private Vocational Education in Bangkok as perception of administrator and teachers found that strategic leadership of administrators overall was high level.

This way because leadership was more important in management. Administrators must showed the strategic leadership in policy planning which corresponded with objective and vision and Budget management in appropriate way correspond with [22] organization leadership management was important factors to assess the goal. The success leadership must had and ability, knowledge and experience of management for assessing the goal with effecientyonal effectiveness. which correspond with [23] studied the strategy for developing organization That the strategic leadership was looked for the changing by analysis data strategy and planned for strategy with his own experience, past culture of organization and past effected organization So the role of cognitive for obviously strategic leadership which were vision, mission, obviously objectives to determine organization and can to perform in the real situation

Considering each aspect found that

2.1 The strategic leadership of administrators in supporting effective organizational culture overall was the first high level which correspond with [24] studied for the relation between strategic leadership administrators and balanced management in academy under Songkhla Primary Educational Service Area office 3 found that the strategic leadership of administrator had the supporting organization culture at high level corresponded with [25] studied for the strategic leadership affecting leaning organization of Provincial Administrative organization in SongKhla Province which found that the efficient supporting culture at high level

This may be because the administrators could be a good role model in working and adjusted culture,values to accompany with the changing situations.There brought the trusted from subordinates and love,harmony in the organization which corresponded to [26] stated that an administrators should have a leadership mind which have strategy planned to accompany with vision, adjusted atmosphere, school and learning development(automatic library, genius learning room and education technology media)corresponded to [27] stated that the promotion of organization culture,strategic leaders must have activities to promote efficiency culture to be a sustainable organization with the motivation and chance to everybody whom used the energy and participation to develop organization.So the leaders understood its to develop and maintain the culture which importancy to accomplish organization under complex economy.

2.2 The strategic leadership of administration in focusing on ethical conduct overall was high average and lowest level which corresponded to [24] studied for the relation between the strategic leadership and balanced management in academy under Primary Edu cational Service Area Office 3 in Songkhla province found that the ethical conduct overall was high average and also corresponded to [25] studied for the strategic leadership affecting learning organization of Provincial Administrative Organization in Songkhla Province found that the ethical conduct overall was high level.

This may be because administrators had honest for consistently working and also conduct in ethical way love and generosity with their subordinate corresponded to [27] stated that the conducting in ethical way, the strategic leader must focused on ethical conducts by honesty and focusing on ethical and self-valued. The leaders must learned and deeply understanding in values and various culture to increase the accomplishment.

3.The analysis result of the relation between factors affecting strategic leadership and strategic leadership of administrators Sahawittayaket Chonburi1 under Secondary Educational Service Area Office 18 was high level of positive correlation($R_{xy}=.809$)statistical significance at the level of.01 which corresponded to [24] studied for the relation between strategic leadership administrators and balanced management in academy under Songkhla Primary Educational Service Area Office 3 found that the relation was positive correlation statistical significance at the level of.01.

4.Factors affecting strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 found that all 6 factors affected on the strategic leadership of administrators by the multiple regression coefficient(R)equal to .872 and the forecasting efficiency (R²) equal to.761 its meant that

the 6 factors affected on strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 was 76.10 percent at the statistical significance level .01 corresponded to [18] studied for factors affected transformational leadership of Air Force Pilot found that its was 58.60 percent at the statistical significance level .01 and also correspondent with [25] studied for strategic leadership affecting learning organization of Provincial Administrative Organization in Songkhla province found that strategic leadership affected learning organization Songkhla Provincial Administrative Organization at statistical level of .05.

6. Conclusion

The purpose of this study was to study the Factors Affecting Strategic Leadership of Administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18. The results of the study were found that all 6 factors affected on the strategic leadership of administrators by the multiple regression coefficient (R) equal to .872 and the forecasting efficiency (R²) equal to .761 its meant that the 6 factors affected on strategic leadership of administrators Sahawittayaket Chonburi 1 Under Secondary Educational Service Area Office 18 was 76.10 percent at the statistical significance level .01

7. Suggestion

Researcher suggestion for the guideline using and next study as follows

1. the suggestion for using this research

1.1 The study found that the lowest average of strategic leadership was personality. So the recommendation was the study of personality factors to improve and develop to be a good leadership.

1.2 The study found that the average of strategic leadership of administrators was lowest level as focusing on ethical conduct factor. The recommendation was following, developed, and promoted in this aspect seriously such as knowledge training, understanding and the right direction. Following evaluation was necessary.

2. Suggestion for next study

2.1 There should be study the model of strategic leadership of administrators

2.2 There should be study the guideline of strategic leadership administrators development.

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