

AN ANALYSIS OF THE ADMINISTRATIVE SYSTEMATIC FACTORS AFFECTING EFFECTIVENESS OF CATHOLIC NETWORK SCHOOLS UNDER CHANTABURI DIOCESE

Somchit Phuenghassaporn¹

Nuntarat Charoenkul²

Abstract: This study aimed to analyze the administrative systematic factors affecting effectiveness of catholic network schools under Chantaburi Diocese. The instruments used for data collecting were questionnaires concerning the effectiveness of 14 catholic network schools under Chantaburi Diocese and the focus group discussions between the schools' administrators and 9 academicians. The factors were validated by the LISREL PROGRAM, and found out that:

1. The administrative conditions of catholic network schools under Chantaburi Diocese were rated at a high level in every system. The systems could be arranged into order as follows: (1) cultural system, (2) environmental system, (3) structural system, (4) political system and (5) individual system.

2. The effectiveness of catholic network schools Chantaburi Diocese was rated at a high level in every perspective. Such perspectives could be arranged into order as follows: (1) internal process perspective, (2) customer perspective, (3) learning and growth perspective and (4) financial perspective.

3. The result of the administrative systematic factors affecting effectiveness of catholic network schools under Chantaburi Diocese could be statistically reported as follows: $\chi^2 = 5.63$, $df = 9$, $p = 0.78$, $RMSEA = 0.00$, $NFI = 1.00$, $SRMR = 0.01$, $GFI = 1.00$, $AGFI = 0.98$. It manifested that the administrative systematic factors affected effectiveness of catholic network schools under Chantaburi Diocese, with a significant level of .01 (coefficient weight average 0.93).

4. The most important factors that catholic network schools under Chantaburi Diocese should focus on were the environment and political system factors.

Keywords: Administrative Factors, Catholic School, Effectiveness

Introduction and background

In this study, the researcher is aware of the importance of the catholic network schools under Chantaburi Diocese that are located in 8 provinces of Eastern area. The schools are administered by Board of Priests in Chantaburi Diocese. They have created united vision and have regularly

meeting. Each school will take procedures from the board for taking action. The network schools have characteristics of Catholic school in their working system as they participated in planning and development in a concrete manner. The network schools administrators have applied the Balanced Scorecard (BSC) as a framework for strategic planning since academic year of 2004.

During the past period, evaluation, planning, setting vision were systematically conducted, but there was lack of the study that could help clearly analyze the administrative systematic factors affecting the effectiveness of catholic network schools under Chantaburi Diocese which the researcher is interested in, especially the analysis of the administrative systematic factors affecting effectiveness of catholic network schools by using a concept of the Balance Scorecard. If the researcher had an opportunity to study the organizations' conditions and to profoundly consider about the factors affecting effectiveness of the organizations, the researcher would acknowledge the important conditions in managing organization including factors that organizations should focus on for continuous development. The knowledge would bring in benefits for considering ways to develop the factors affecting effectiveness and for managing organizations directly. Furthermore, it would be benefit for cooperators in every part of organizations and yield in the success of managing the catholic network schools under Chantaburi Diocese in the future.

Research Objective

The objective of this research is to analyze the administrative systematic factors affecting effectiveness of catholic network schools under Chantaburi Diocese.

Theoretical Framework

1. The theoretical framework of factors affecting effectiveness of organization based on Hoy and Miskel (2008) consisted of 5 factors which are: 1) structural system factors 2) individual system factors 3) cultural system factors 4) political system factors and 5) environmental factors.

2. Balanced Scorecard (introduced by Kaplan and Norton, 1996) is used as a framework to evaluate effectiveness of the catholic network schools under Chantaburi Diocese. It consists of 4 perspectives: 1) finance perspective, 2) customers perspective 3) internal working process perspective and 4) learning and development perspective.

Conceptual Framework

This study aimed to analyze the administrative systematic factors affecting effectiveness of catholic network schools

¹ Ph.D. Candidate in Education Administration, Department of Educational Policy, Management and Leadership, Faculty of Education, Chulalongkorn University, Thailand

² Professor, Department of Educational Policy, Management and Leadership, Faculty of Education, Chulalongkorn University, Thailand

under Chantaburi Diocese. The researcher studied the relevant concepts, theories, and research documents as follows:

1. The catholic network schools under Chantaburi Diocese.
2. Concepts concerning the factors affecting effectiveness of organization.
3. Related research.

Methodology

1. Population in this study consisted of administrators, teachers and office staffs in catholic network schools under Chantaburi Diocese altogether 1,243, the sampling population was 303. Number of Questionnaires returned were 285 that were equivalent to 94.06 percent.

2. Instruments used in this study were questionnaires. A questionnaire covered 3 parts. Part 1 was personal data, part 2 concerned questions about systematic factors, and part 3 contained questions about effectiveness of organizations. The questionnaires were 5 scales which has content validity index between 0.71 – 1.00. The researcher tried them out for reliability and found out that the reliability (the alpha) on the whole questionnaires was 0.9442.

3. Focus Group Discussion was conducted after the researcher analyzed the quantitative data. The researcher brought information to discuss with the experts.

Data Analysis

1. By using SPSS for Window, personal data of the participants were analyzed by frequency distribution, and percentage. Data in the part of systematic factors conditions were analyzed by the calculation of Means, and Standard Deviations values. The Multiple Comparison of data from schools of different size was analyzed by ANOVA. The systematic factors affecting the effectiveness of catholic network schools under Chantaburi Diocese was analyzed by Regression.

2. LISREL Program (LISREL 8.80 Student Edition) was used to check the accuracy according to the systematic factors in each aspect and analyzed the relationship of the structure of systematic factors that affected the effectiveness of catholic network schools under Chantaburi Diocese.

Research Result

There were 285 participants and the highest percentage were, nonprofessionals 96.5 percent, female 81.4 percent, aged between 41-50 year of 37.9 percent, Bachelor Degree or equal 78.2 percent, teaching staff 75.1 percent, working experience 11-15 year 23.9 percent.

1. Administrative conditions in catholic network schools under Chantaburi Diocese

The administrative conditions of catholic network schools under Chantaburi Diocese were rated at a high level in every system. The systems could be arranged into order as follows: (1) cultural system, (2) environmental

system, (3) structural system, (4) political system and (5) individual system.

1.1 Structural System, the highest average rate of actual actions was that the schools have readiness and freedom in management ($\bar{X} = 4.21$, S.D. = 0.65).

1.2 Cultural System, the highest rate of actual actions was that the schools have an evaluation system according to Standard of Education Institution and Schools' standard and evaluate regularly, the highest average rate was ($\bar{X} = 4.44$, S.D. = 0.73).

1.3 Political System, the highest rate of actual action was that the network schools' administrators set up procedures, plan and directions to develop educational quality together, the highest average rate was ($\bar{X} = 4.25$, S.D. = 0.77)

1.4 Individual System, the highest rate of actual action was that individuals are qualified, full of essential knowledge, capacity, and able to work effectively, the highest average rate was ($\bar{X} = 4.08$, S.D. = 0.59)

1.5 Environmental System, the highest rate of actual action was that the schools have pushed forwarding strategies to prevent drugs, dispute, and gambling, the highest average rate was ($\bar{X} = 4.27$, S.D. = 0.75).

2. Organization Effectiveness

The effectiveness of catholic network schools Chantaburi Diocese was rated at a high level in every perspective. Such perspectives could be arranged into order as follows: (1) internal process perspective, (2) customer perspective, (3) learning and growth perspective and (4) financial perspective.

2.1 Finance perspective, the highest rate of actual action was that the schools have an international standard of financial and budget management, the highest average rate was ($\bar{X} = 4.25$, S.D. = 0.71)

2.2 Customer perspective, the highest rate of actual action was that students received safe and health services and good learning environment, the highest average rate was ($\bar{X} = 4.33$, S.D. = 0.65).

2.3 Internal process perspective, the highest rate of actual action was that the schools have strategic plans and used the plan for managing, the highest average rate was ($\bar{X} = 4.37$, S.D. = 0.68).

2.4 Learning and growth perspective, the highest rate of actual action was that the schools have a clear and enough development budget system according to strategic plans, the highest average rate was ($\bar{X} = 4.23$, S.D. = 0.63).

3. Administrative factors affecting effectiveness of catholic network schools under Chantaburi Diocese.

Political factors were the most affecting factors that had the highest factor weight. The lowers were structural factors, environmental factors, cultural factors, and individual factors, respectively.

- 3.1 The experimental result of structural straightness-structural factors, the schools attract professional persons of good conduct and admire to be teachers to work in schools, was the most affected to structural system. The coefficient effective was 0.68.
- 3.2 The experimental result of structural straightness-cultural factors, the schools construct schools' personnel to have discipline and cooperative minds, was the most affected to cultural system. The coefficient effective was 0.58.
- 3.3 The experimental result of structural straightness-political factors, the administrators have payroll and benefits system that assist in ability to keep professional persons of good conduct and admire to be teachers to work in schools, was the most affected to political factors. The coefficient effective was 0.75.
- 3.4 The experimental result of structural straightness-individual factors, the schools personnel have skills in research to development educational innovations continuously, was the most affected to individual factors. The coefficient effective was 0.61.
- 3.5 The experimental result of structural straightness-environmental factors, the schools have qualified information system, using high-speed network technology, was the most affected to environmental factors. The coefficient effective was 0.69.

4. Organization Effectiveness.

The internal process perspective effectiveness was the highest affected to the effectiveness of organization which had the highest weight of factors. The lowers were the effectiveness of learning and growth perspective, finance perspective, and customers' perspective.

- 4.1 The experimental result of structural straightness-financial effectiveness, the schools have followed and controlled expenses and budgets strictly according to the schools' financial rules and regulations. This was the sub-perspective that affected financial perspective aspect the most. The coefficient effective was 0.67.
- 4.2 The experimental result of structural straightness-customers' perspective, students have received moral, ethics, and good conducts teaching according to Christianity bible. This was the sub-perspective that affected customer's perspective aspect the most. The coefficient effective was 0.54.

4.3 The experimental result of structural straightness-internal process perspective aspect, the schools have qualified strength, and continuous internal quality assurance. This was the sub-perspective that affected internal process perspective aspect the most. The coefficient effective was 0.55.

4.4 The experimental result of structural straightness-the effective learning and growth perspective, the schools have educational innovations that able to be cooperated with the catholic network schools. This was the sub-perspective that affected learning and growth perspective the most. The coefficient effective was 0.65.

5. Administrative factors affecting the effectiveness of catholic school network under Chantaburi Diocese according to administrators, teachers, and support staffs opinions.

5.1 Administrative factors affecting financial effectiveness perspective.

Political factors had the most relationship with financial effectiveness, with the relationship value of 0.43. The lower was environmental factors that had relationship value of 0.19. There were no significant statistics relationships in cultural factors, structural and individual factors.

5.2 Administrative factors affecting customer perspective.

Environmental factors had the most relationship with clients, the relationship value of 0.33. The lowers were cultural factors that had relationship value of 0.31 and individual factors that had relationship value of 0.17. There were no significant statistics relationships in structural and political factors.

5.3 Administrative factors affecting internal process perspective.

Environmental factors had the most relationship with internal working process, the relationship value was 0.33. The lowers were individual factors that had relationship value of 0.33 and cultural factors that had relationship value of 0.25. There were no significant statistics relationships in political and structural factors.

5.4 Administrative factors affecting learning and growth perspective.

Environmental factors had the most relationship with learning and development, the relationship value was 0.42. The lower was individual factors that had relationship value of 0.21. There were no significant statistics relationships in structural, political, and cultural factors. The flowchart shown below demonstrates all administrative system factors affecting the effectiveness of catholic network schools under Chantaburi Diocese.

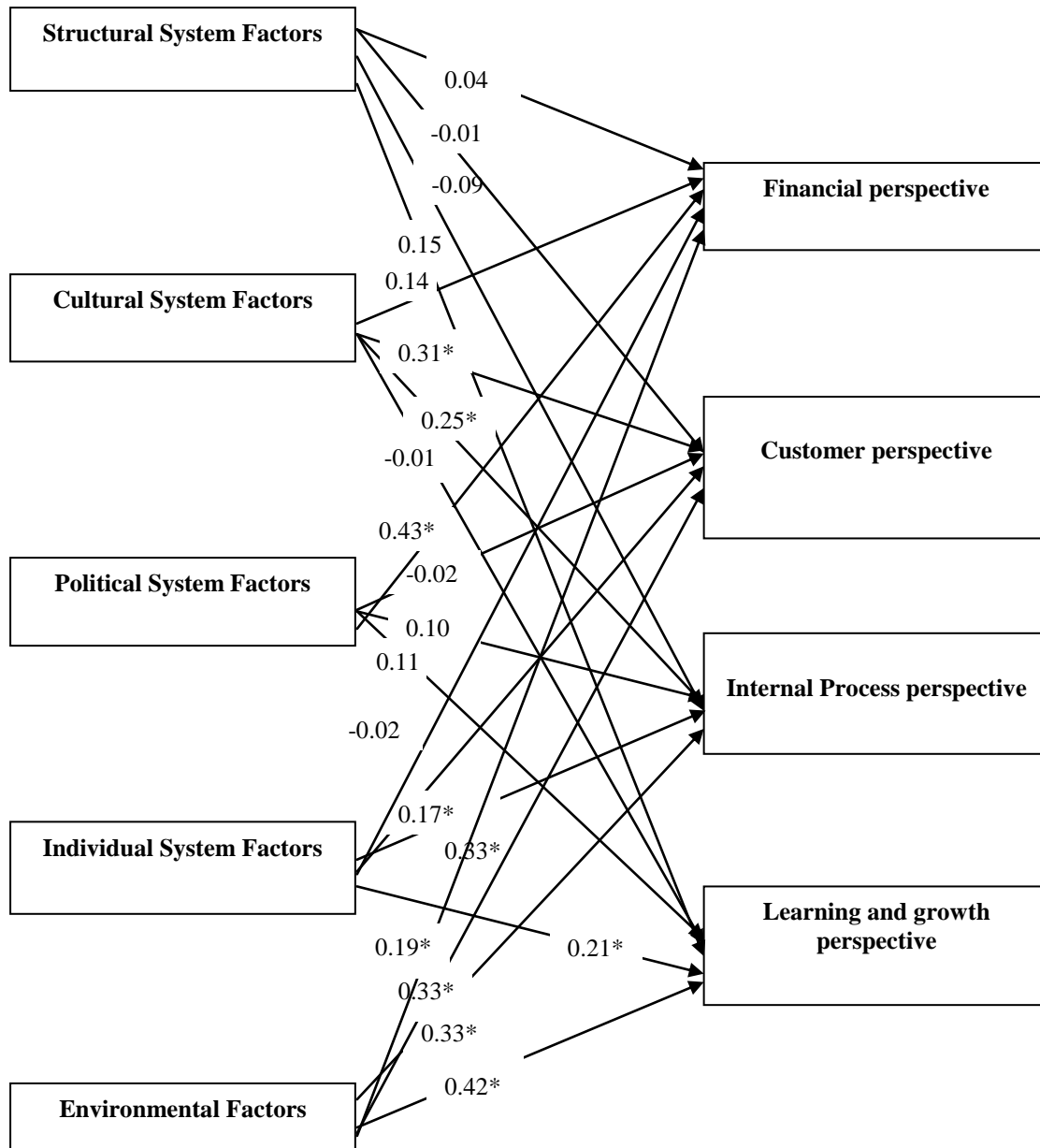


Figure 1: the Relationship Value of Administrative Factors Affected the Effectiveness of Catholic Schools Network under Chantaburi Diocese according to Administrators, Teachers, and Office Staffs' Views

* There was statistics significant level at .05

In Figure 1, the relationship value of administrative factors affected the effectiveness of catholic schools network under Chantaburi Diocese according to administrators, teachers, and office staffs' views.

Environmental Factors affected the effectiveness of catholic schools network under Chantaburi Diocese the most. The next factor was Individual Factors by the Individual Factors affected the effectiveness of Financial Perspective the most. Next was the Cultural Factors affected the

effectiveness of Customer Perspective the most. The Structural Factors did not affect other perspectives in statistical significance.

5.5 The Analysis of the structural relationship of administrative systematic factors affecting the effectiveness of schools network under Chantaburi Diocese.

(See in next page)

Figure 2 the administrative factors affected the effectiveness of catholic schools network under Chantaburi Diocese according to administrators, teachers, and office staffs' views.

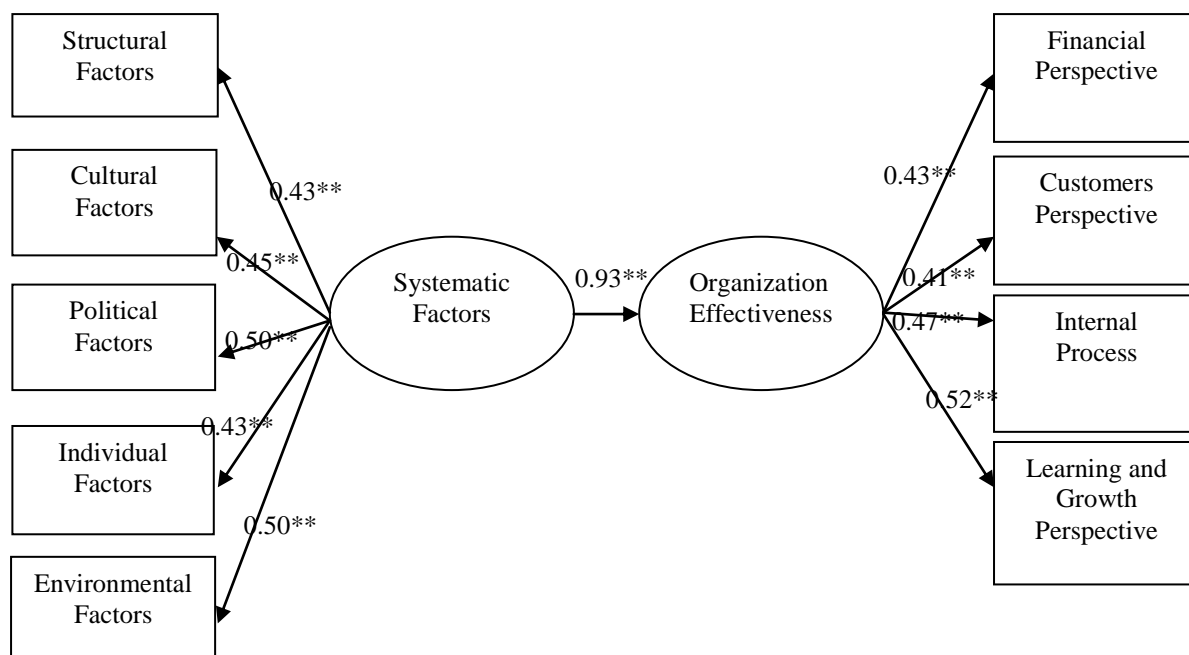


Figure 2: the Administrative Factors Affected the Effectiveness of Catholic Schools Network under Chantaburi Diocese according to Administrators, Teachers, and Office Staffs' Views.

**There was a statistical significant of .01

From the figure and table showing the result of an analysis of the administrative factors affecting the effectiveness of catholic schools network under Chantaburi Diocese, it revealed that $X^2 = 5.63$, $df=9$, $p=0.78$, $RMSEA = 0.00$, $NFI = 1.00$, $SRMR = 0.01$, $GFI = 1.00$, $AGFI = 0.98$. The administrative factors affected the effectiveness of catholic schools network under Chantaburi Diocese at the statistical significant level of .01 (coefficient value = 0.93)

After considering each factor ranging from the most to the least, the researcher found out that the environmental factors affected the systematic factors of the catholic schools network under Chantaburi Diocese the most (the average component weight of 0.50) according to the administrators, teachers and office staffs' views. Next were the political factors that affected the effectiveness of catholic schools network under Chantaburi Diocese (the average component weight of 0.50); cultural factors affected the effectiveness of catholic schools network under Chantaburi Diocese (the average component weight of 0.45); individual factors affected the effectiveness of catholic schools network under Chantaburi Diocese (the average component weight of 0.43) and the structural factors affected the effectiveness of catholic schools network under Chantaburi Diocese (the average component weight of 0.43)

In the perspective of organization effectiveness, when considering each part from the most to the least, the researcher found out that the most affected perspective to the effectiveness of the catholic schools network under Chantaburi Diocese was the

Learning and Growth Perspective (the average component weight of 0.52). The next lower perspective that affected the effectiveness of the catholic schools network under Chantaburi Diocese was the internal process (the average component weight of 0.47); the financial perspective affected the effectiveness of the catholic schools network under Chantaburi Diocese (the average component weight of 0.43) and the customer perspective affected the effectiveness of the catholic schools network under Chantaburi Diocese (the average component weight of 0.41).

Conclusion and Discussion

From the research analysis, it found out that the environmental factors affected the systematic factors of the catholic schools network under Chantaburi Diocese the most that responded to the statement about educational environment of Catholic Educational Association (Thailand) (2001), schools' atmosphere is very important to support learning and growth of students. Classroom atmosphere, cooperation, participation in activities, and spending time together let the students have self-development, self-acknowledge, they also can exchange knowledge and experience together. One of the most important things is that they can learn from teachers' life and teaching which make learning process to be part of real life. Schools should focus on setting schools' atmosphere conducive to study, activities, moral practices, knowledge, and place to develop cooperation with teachers. The atmosphere of supporting qualified and integrated life with morals and ethics for living is good for practicing to be good members of families and communities. In case of

organization effectiveness, the most affected aspect was learning and development that responded to the catholic focus group discussion that pointed out that the effectiveness of learning and growth is very important for it leads to a sustainable development. The most significant issue is that the schools have education innovation that can be re-innovated and developed together with the catholic network schools. This aspect created ways to develop and innovate teaching aids due to a problem that catholic network schools is facing nowadays is lack of capability to create innovations. Therefore, the catholic network schools have to focus more on creating their own innovations including research and development.

Recommendations for Further Research

1. This research has found out that the administrative systematic factors affecting effectiveness of organizations were environmental factors. Therefore, the catholic network schools under Chantaburi Dioceses should realized the importance of environment and create the schools atmosphere to be full of catholic schools characteristics as expected by society.

2. From the effectiveness of organization part, the research found out that the learning and growth perspective had the highest weight that affected the effectiveness of organization. Catholic network schools under Chantaburi Dioceses have to realize the importance of the effectiveness of learning and growth. It is an

important aspect that will create sustainable development effectiveness if the schools develop new learning methods and other innovations continuously.

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