

## **The Administration of Vocational College Toward the Excellence: A Grounded Theory**

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### **Abstract**

The purposes of this study were to present theoretical conclusions of the Administration Vocational College toward the Excellence by study the process of the vocational college administration with excellence, occurring conditions, existence and consequences. The study was qualitative research designed grounded theory. A field study was selected based on theoretical methods which a large vocational college in the northeast region. Data collection methods consist by using documentary analysis, in-depth interview, observation and field notes. The key informants were selected by purposive sampling and snowball sampling which were administrators, teachers and college staff students, parent's students, companies and college's partnership organizations, including 30 persons. Data analysis was translation, interpretation and conceptualization used Atlas.ti program. The results were as follows: 1) The process of the administration of vocational college toward the excellence as were follows delegation, responsibility, self-development, monitoring, teamwork, motivation and participation 2) The occurring conditions of the administration of vocational college toward the excellence consisted of 1) The director who had leadership traits 2) Affecting factors on leadership role of the director 3) The existence of the administration of vocational college toward the excellence consisted of administration policies, stability of administration, implementing quality control systems, motivation and loves and bond. 4) The results of the administration of vocational college toward the excellence consisted of social acceptance, organization culture, professional excellent teachers and students had professional competence and desired characteristics.

**Keywords:** Administration; Vocational College; Excellence

### **1. Introduction**

In the present state, the results of the development of educational quality of vocational education data from the National Statistical Office in 2013. It was found that the students were not popular with the vocational education category. Therefore, the proportion is less than ordinary students Causing a shortage of middle-class workers Including many drop-out of vocational level learners and higher vocational certificate students (Vocational Certificate) tends to decline. This is because most of the learners aim to pursue a bachelor's degree in university. (Office of the Education Council Secretariat, 2552) as well as the image of the behavior of vocational students.

According to the study, it was found that There is a vocational school in the northeast Has managed the school according to the guidelines Vocational education reform as a result, the educational institution has excellent effectiveness, with the results of education management through the four external quality assessments on vocational education. Meet the standards according to the criteria of the Office for Educational Standards and Quality Assessment (ONESQA) was selected as an educational institution for the Royal Award Vocational level assessed for quality standards Vocational education At the Asia Pacific Accreditation and Certification Commission (APACC) level, and received awards and recognition from outside agencies.

From the aforementioned problems and importance, the researcher was interested to study this educational institution how excellent it is Using the concept of foundation theory to study how the process of administering a vocational school

to excellence What conditions exist for the emergence of the process of managing a vocational school? What are their existence and consequences? The data obtained from this research will provide new knowledge in theory of the administration of vocational education institutions to excellence. That would be useful for other educational establishments under the Office of the Vocational Education Commission with similar contexts. It is also used as a guideline for developing vocational education establishments to have quality and in line with the educational reform policy of the Office of the Vocational Education Commission.

## 2. Objective

This research aims to propose theoretical conclusions on the administration of vocational education institutions towards excellence by studying. The process of managing a vocational school with excellence conditions, processes, birth, existence and consequences of the management of vocational education institutions with excellence.

## 3. Research scope

Scope of content This research was studied from the characteristics of the excellent vocational school. Administrative process Conditions, processes, emergence, existence and consequences of the management of an excellent vocational school.

Area boundary The field for study was selected by selecting a theoretical sample by selecting a vocational school in the northeastern region. From the analysis of the data that will lead to the creation of a foundation theory. The results of administration of 9 vocational schools, found that there is one educational institution that is unique and has an outstanding academic performance. It was selected as an educational institution for the Royal Award for Vocational Education for 3 years to develop the school by using a system to guarantee the quality of education that meets the academic year 2017 standards at a very good level. (Mean score of 4.88) passed the fourth round of external quality assessment in vocational education From the Office for Educational Standards and Quality Assessment (ONESQA) at an excellent level and passed the Asia Pacific Vocational Quality Standards (APACC) assessment at the Gold level. Educational institutions that choose to study information It is a representative that has unique characteristics. According to the research concept of foundation theory in the administration of vocational education institutions to excellence

Time scope conduct research during the academic year 2017-2018.

## 4. Methodology

This research is qualitative research by creating a grounded theory and conducting research in 3 phases as follows:

Phase I: Pre-field studies consist of 2 steps.

Key Informant Selection use Purposive Sampling and Snowball Sampling as those in the study area. They have knowledge and understanding and are able to provide information on educational institution administration with excellence in total of 30 people, consisting of 5 school administrators, 15 teachers and educational personnel, 5 students and 5 students, parents of the establishment. and agencies that have roles related to educational institutions, totaling 5 people.

The research instruments were 1) the researcher who had theoretical sensitivity (theoretical sensitivity).

Readiness with research Review concepts, theories and literature related to the administration of vocational education institutions to excellence. Register for courses Qualitative research methods in educational administration; Passed a training in the use of a qualitative data analysis program (Atlas.ti) at Udon Thani Rajabhat University. And attended the foundation theory research training at the National Research Council of Thailand. 2) Voice Recorder 3) Recorder 4) Notebook and pen.

Phase 2 Field Study Collect data from view of people in the phenomenon in semester 2, academic year 2017 in semester 1, academic year 2018 consists of 4 steps as follows.

Entering the study area by coordination in advance and ask for cooperation and consent to collect data and do research. In order to protect the right of information providers Therefore, the researcher did not disclose the names of the main informants.

The research tool is observation form and in-depth interview.

Collection of information Conduct research experiments in the field to examine the quality of 3 research instruments, the answers were taken into account for flaws and improved.

Study of documents such as action plans. Operational manuals, reports and information and record of performance of duties related to the administration of vocational education institutions

The observations of the investigator were used both with participant and non-participation. To focus on studying and observing the main informants Characteristics of an educational institution with excellence Administrative process by observing the building management, personnel, teaching and learning management Organizing activities and record observations of behavior Assignment Interaction Motivation Coordination and cooperation of personnel inside and outside the school

In-depth interviews Key informants who are in the study area and related to the school Starting with the director School Administrators Teachers and Educational Personnel Students, parents, establishments and agencies that have roles related to educational institutions in order to obtain basic information about the characteristics of educational institutions that are of excellence Administrative process Conditions, processes, birth, existence and consequences of the management of vocational education institutions with excellence.

Data analysis Obtained from in-depth study of documents and interviews. There is a systematic process of research during the periodic collection of data at the end of interviews with each key informant by transcript and record the details of the interview Read on to give Visualize, then reduce the information. And analyze the data to create a concept Analyze the relationship between concepts and use the program Atlas.ti to analyze the qualitative data

Data analysis procedure the pattern. The Strauss and Corbin (1998) systematic is based in four steps: 1) Open Coding, 2) Axial Coding, 3) Selective Coding, and 4). Theory Generation Drafting provisional conclusions the administration of vocational schools towards excellence. Leads to the creation and confirmation of conclusions to explain the phenomena studied.

Collection of information the researcher has performed in conjunction with periodic data verification in 3 steps:

Evaluation of research instruments from experts before data collection. Three-wire data validation (Triangulation) with various data collection methods. Both from observation Interview and study documents Check in the source of information by collecting data from the school administrators, teachers, students Including parents Establishment 3) Examination and validation of the summary of the collected data from the director, who is the primary information provider. Moreover, Phase 3: Summarizing the results of the field study to draw conclusions

A theory from studying the phenomena of the administration of vocational education institutions to excellence Connect conceptual groups the management process for vocational education institutions with excellence Conditions, the process of emergence of the administration of an excellent vocational school, its existence and its consequences.

## 5. Results

The results of the research on the administration of vocational education institutions towards excellence can be summarized as a theoretical conclusion as follows:

Management process for vocational education institutions the results of the research were as follows: Administrators have implemented various quality control systems to manage the vocational school simultaneously, both organically and step by step. The results that are aimed at the educational institution have the characteristics of excellence as follows.

Characteristics of educational institutions with excellence from the qualitative data analysis It was found to look like this. The management of vocational education institutions with excellence consists of clearly setting goals of educational institutions Establish a strategy of the school in accordance with the goals. Knowledge and understanding of building and site management, personnel management, and budget management. The teaching and learning management of the vocational school of excellence consists of having a wide variety of teaching and learning courses. Organizing learning activities focused on skills training and teaching and learning with community participation. Excellent learners of vocational schools Looks like this Learners have professional competencies according to the discipline competencies. Have general performance, core competencies, desirable characteristics. Excellent teachers of vocational schools Looks like this Teachers have the knowledge and ability to teach. Have a personality that is a good role model and has a recognized teaching professional ethics.

The process of managing an excellent vocational school from the analysis of qualitative data, it was found that there is a process for managing a vocational school for excellence, classified into 7 processes as follows: Delegation Principle: Management sets policy the goals and framework are clearly step-by-step according to the management structure. Use the job analysis system to define specific features to plan recruiting personnel. There is a principle of decentralizing the administration of the school. Planning, assignments, work, not too much, suitable as potential Knowledge Aptitude or educational background with justice.

Principles of responsibility (Responsibility) The management has a meeting to plan together to define rules, regulations and work procedures every time. For clarity in performance and communicating to everyone with knowledge and understanding of the roles and responsibilities assigned by studying the regulations and analysis of their own work, it contributes to the acceptance and willingness to perform the responsibilities of the command. Push and motivate by identifying goals to stay awake at work. There is a discipline in living together. Which takes time and patience Regularly as a character until discipline occurs.

Self-development principles (Development) executives have teaching techniques Stimulate and provide opportunities for employees to continually develop themselves through training, meetings, seminars, study visits, continuing education, and organizing knowledge sharing activities to keep pace with new technology. Including allocating the resources necessary for the work to be ready to step into an organization 4.0.

Principle of supervision (Monitoring) Management has to monitor the progress of the work periodically. Through a variety of continuous and consistent methods, there is a supervision, observation and hearing of problem conditions. There is supervision and follow up work. Immediate feedback is given to information technology systems by communicating through a line network. Evaluate performance in the form of a committee. And reports according to the hierarchy with a quality KPI (Key Performance Indicator) tool, review the performance in line with the vision, mission and strategy of the school. Moral Accuracy according to the framework and clear standards Quality improvement

emphasizes continuity and clarity by using research processes. The results are defined as the standard for the operational process.

**Teamwork principles:** The management has communicated, meeting, explaining the goals of the work every time. To have a clear understanding and receive information on all matters Everyone participates in the school's strategic planning (SWOT Analysis) and works according to the Deming Quality Cycle Management System (PDCA). As Create a positive attitude in working together. Flexible Resulting in an organizational culture of working together.

**Motivation principles:** The executives have a vision. It is a good role model in the dedication to the administration of the educational institution. Inspire staff to understand the goals of the school administration clearly. Study the needs of personnel to support, promote and help meet their needs. Good communication by giving suggestions, ideas, encouragement, enhancing personnel potential development to have quality standards. Including creating opportunities and challenges in the workplace Have a positive attitude Create a good working environment Make personnel feel a part of the school.

**Principle of participation (Cooperative)** Executives have partially decentralized administration according to the structure of the school in the form of a committee. To scrutinize the work, Adjust the operating methods to facilitate the organization of community activities. Create a network of cooperation with establishments, parents, government agencies and the private sector to coordinate Build a good relationship and communicating the educational management plan together as well as requesting support for resources in organizing education Including providing opportunities for communities to participate in the development of educational institutions

Conditions for the emergence of a process for excellence in vocational education institutions the results of the research were as follows: The key issue that makes the administration of vocational schools to be excellent success is the school administrators. Which is responsible for managing the school, focusing on excellence and continually seeking for improvement, striving for success. With details as follows

Characteristics of vocational school administrator's leadership characteristics consist of 1) Personality leadership characteristics, i.e., vocational school administrators work with dedication, determination to develop personnel to meet quality standards. Ethical Be honest, fair Discipline Have communication skills Be creative Good personality and have positive thinking power in managing self-thinking. 2) Characteristics of administrative leadership include school administrators with professional knowledge and skills. Continuous self-development, know-how, modern vision, management standards, systematic planning. Have time management Cooperate There are techniques for teaching the job. Able to analyze situations to formulate strategic plans and action plans. Decisive And can inspire work

Factors influencing the role of vocational school administrators in leadership roles consist of personal background of the school administrator Received from the good upbringing of the family is a model of management Cultivate leadership traits Cultivate the ideology of patriotism, religion, and loyalty to the monarchy. In addition, social conditions make it possible to learn traditions, traditions and cultures and kindness

Experience in school administration It's a gradual process. It is the accumulation of success gradually until the credibility of Able to anticipate various situations as well as be able to apply management experience to work in order to achieve results. It consists of 3 key components: 1) Management through work in line order. This makes them have knowledge and understanding of all working processes, understand people and understand the whole system. This makes learning strategies to solve many problems. 3) The administrators have a period of time in the administration of the school. Makes visualization of management clearly Understand the feelings of others and assist in deciding on a management process that is appropriate for the context.

Educational qualifications meet the qualifications required by professional law. Possess a license to practice an administrative profession and have an administrative qualification not lower than a bachelor's degree to raise professional standards.

Existence of the excellence of the vocational school management process the results of the research were as follows: School administrators are the key people who bring about change and maintain excellence. The administrators have a policy for the administration of vocational education establishments with clear goals for excellence. Personnel work together as a team according to their roles, duties and responsibilities in a systematic manner. The administrators are stable in the administration of the educational institution. Continuously strive to drive the school to excellence according to the goals by creating good discipline for personnel until it becomes an organizational culture. The administrators control the quality of the educational institution administration. There is a mechanical system for personnel management. With clear assignments There is a continuous and consistent quality control and monitoring system.

Executives create incentives for personnel Dedicated to work to achieve the following goals: 1) The executives build their own faith into the hearts of personnel. Until personnel feel part of the school Ready to dedicate to driving the organization towards success 2) The executives will enhance the work potential of personnel to have quality standards. 3) The management praises and rewards personnel in a variety of ways and is fair, reasonable, and build good relationships in the organization. Help drive the power of the organization (Synergy), work hard to maintain the image of the organization with excellence for sustainability. Promote teamwork and create an atmosphere of happiness (Happy Workplace) that makes people proud of their participation in their success.

The consequences of the administration of vocational education institutions to excellence as follows

The school administration is of high-quality standard recognized by society as a result, the educational institution has the following characteristics

Educational institutions are professional competency assessment centers 2) Educational institutions have standard and modern vocational technology learning centers 3) Educational institutions are diverse learning organizations, 4) Educational institutions with international educational quality and standards, and 5) Executives have successful administrative results. Continuously receive external certification.

Personnel of educational institutions have an organizational culture in working together, people in educational institutions join to conserve and pass on Thai arts and culture. And the personnel have a love and connection in the school.

Teachers have professional excellence. It has the following characteristics: 1) be well versed in the science that is taught 2) have progress and 3) being recognized as a good role model in society.

Learners have desirable professional competencies and characteristics, which are 1) Learners' characteristics are a good image of an educational institution 2) Learners lead innovation based on professional competencies 3) Learners have knowledge, skills and expertise according Standards of professional education; and 4) learners with confidence in professional skills.



## **6. Discussion**

1. The management process for vocational education institutions with excellence The results of the research were as follows: The administration of vocational education institutions under the policy of the school administrators applies the 7 principles of administration in the process of managing a vocational school: 1) the assignment principle 2) the principle of responsibility 3) the principle of supervision 4) the principle of self-development 5) the principle Working as a team, 6) the motivation principle, and 7) the participation principle. Affect the administration of vocational education institutions to excellence. This may be because Executives ready to change to better innovation. So that the organization has the potential to compete by adopting a variety of quality control systems (Quality Control System) to be a process for the management of vocational education institutions to excellence. Each process reflects the characteristics of an excellent vocational school. In the management of vocational education institutions Teaching and learning management the students and teachers have excellent characteristics. The education management is in line with the policy of the Ministry of Education (2016) stipulating that educational institutions adhere to the vocational standards of 2016, resulting in vocational education institutions having excellent characteristics, consisting of 4 aspects: management of vocational education institutions. In teaching and learning, learner and tutor of vocational education institutions.

In addition, the research results are consistent with the research of Yupawan Moratthien (2012), it was found that administrators have techniques and methods for school management to excellence, schools under the Bangkok Metropolitan Administration, to develop strategies into action, can be adjusted according to the situation. Efficiency By using the principle of delegating work on duty According to the ability and educational background of teacher's Continuous self-improvement Personnel have a high responsibility. Perform duties and assignments to the best of their ability with continuous supervision and supervision. Systematic management and fulfillment of their roles through manuals, rules or standards According to the structure of the school This is in line with the research of Udom Chuleewan (2016), found that administrators develop high school quality management system to international excellence by using teamwork principles. There is a work system design as a work group. There is a clear management structure. Use the principle of participation of all parties There is a communication that creates an understanding of the vision. Set success goals and creating a network of cooperation between parents and all sectors and in line with Phadet Amornsak's research (2015), it was found that in developing the excellent learning organization model in industrial business Executives use the principles of motivation. Motivate people to work Create an organization as a place of happiness (Happy Work Place).

Conditions for the establishment of the administration of a vocational school to excellence the results of this research were as follows: 1) The leadership characteristics of the vocational school administrators consisted of personality leadership. And administrative leadership This may be due to In managing a vocational school, success and excellence depend on the management. Has a role in the leadership of management, namely having professional knowledge Always have self-improvement Be a professional manager This will affect the good management. 2) Factors influencing the leadership roles of vocational school administrators were personal background. Which has been raised by the family Strengthen personality leadership traits Including experience in school administration and having a managerial education Make it understand the whole system Able to plan and make effective decisions It is consistent with the concept of Hoy and Miskel. (2012) said that organizational effectiveness is an important component. The leadership qualities of the school administrators are good. They have characteristics of social background, biosocial, education, social status. And change in social status (Mobility) can advance to a higher social status. And well-educated leaders have more opportunities to enter senior leadership positions.

3. Existence of the excellence of the vocational school management process The results of the research were as follows: The administrators have a policy to manage the vocational school for excellence, stability, and control of the quality of the school administration on a regular basis, creating incentives for personnel to be dedicated to their work to achieve their goals And personnel have a passionate relationship This may be due to excellence in the management of vocational education institutions Executives will use executive leadership. Including the cooperation of personnel both inside and outside the school to maintain the school's continual excellence. This is consistent with the research of

Thiwat Sridumrong (2013) that has studied educational institutional management into a quality school. The foundation theory study found that the existence of a quality school consisted of clarity in policy implementation. Understand the goals of the agency and ties to the school Therefore dedicated to quality work development Achieve the objectives and goals set.

4. The consequences of the administration of vocational education institutions to excellence the results of the research were as follows: Educational institutions must have quality standards. Recognized by society Personnel have an organizational culture to work together. Teachers have excellence in their profession. Learners have desirable professional competencies and characteristics. This may be due to the management led the strategy of the Office of Vocational Education Commission to implement the education development plan policy of the Ministry of Education. Issue No. 12 (2017-2021) by creating values or motivation Producing sufficient number of vocational learners in the field Creating quality that happens to learners and creating vocational education.

To be excellent Resulting in this vocational education institution. There is an education institution management for excellence. In accordance with the research of Sunisa Wittayanukorn (2009), it was found that the consequences of education management towards excellence in private schools, including prestigious schools, Has a proven track record of community and stakeholders Learners have academic excellence. Teachers and personnel have professional advancement. Has a portfolio that is recognized both internally and externally Parents and the community were satisfied with the educational management of the school.

## 7. Conclusion

The results of the research, theoretical conclusions, foundations for the administration of vocational schools to excellence reflect the ability to manage the vocational education institution of the school administrators. With the introduction of the educational institution administration process to such excellence to be driven by the cooperation of personnel both inside and outside the school with continuous development of educational quality. As a result, educational institutions have management that can raise the quality of educational standards to the international level. The school has a good image. Teaching excellence is able to produce quality learners in a professional field. The number of learners has increased. Parents have confidence in organizing education the ability to produce students for excellence. With the quality of the administration of such vocational schools Therefore accepted by society Be able to be a model for an excellent vocational school.

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