



17<sup>th</sup> International Conference  
December 5-7, 2024 in Osaka, Japan

## ACADEMIC PARTICIPATORY ADMINISTRATION IN SCHOOLS

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### Abstract

Academic administration is an important mission of educational institution administration and is the heart of educational management. Educational institution administrators, teachers, and all relevant parties must have knowledge, understanding, give importance to, and participate in driving the mission of academic work systematically in order for the results to be successful according to the set goals. The use of participatory administration methods in educational institutions has received attention and has been widely used in educational institution administration, especially in academic work of educational institutions, which has led to the concept of participatory academic administration, which helps promote participation in academic work of teachers and improves the learning achievement of students. Having knowledge and understanding of academic administration work, the importance, principles of administration and scope of academic administration, including the use of participatory administration methods in academic administration and guidelines for participation in academic administration of teachers and educational personnel, helps educational institution administrators, teachers, and relevant parties to carry out academic administration work efficiently.

**Keywords:** Academic Administration, Participatory Administration, School Administration

### Introduction

Academic administration is an important mission of educational institution administration. According to the National Education Act of 2542, amended (No. 2) B.E. 2545 (No. 3) B.E. 2553 and (No. 4) B.E. 2562, it is considered the most important task. It is the heart of education management. Academic administration is a work to develop the quality of education. It is necessary to have a process to drive the mission for academic work systematically to achieve the results as set. It starts with the preparation step. The process for creating a good understanding for personnel about the scope of academic administration work, developing knowledge and skills in academic work for personnel, including preparing manuals, creating guidelines, preparing materials and equipment necessary for academic administration. In addition, school administrators, teachers and all relevant parties must have knowledge, understanding, give importance to and participate in planning, setting guidelines, evaluating and making improvements systematically and continuously. This is to create good cooperation in academic administration for all parties, which has a positive effect and benefits the learning of students, including the management of education and the development of educational quality of the educational institution, as well as helping to develop the community and the locality.

The participation from all stakeholders will be an important factor to help schools have strength in management, be able to develop curricula and learning processes, as well as measurement and evaluation, including factors supporting the development of student quality, educational institutions, communities, and local areas with quality and efficiency. Participatory management is a form of educational administration that has received attention and is widely



used in educational administration because it is a form that is consistent with the current educational administration guidelines. Therefore, it is the duty of educational administrators to manage and administer education effectively. In particular, the use of participatory management in academic work of educational institutions has led to the concept of participatory academic administration among educational administrators, teachers, and all relevant parties, which helps promote participation in academic work of teachers and raises the level of learning achievement. Participatory management helps create good planning and decision-making, cooperation, unity, commitment, unity, and democracy in work practices. There is an exchange of knowledge, effective inspection, and monitoring, as well as helping to suggest, improve, and develop the quality of work effectively. Administrators must use skills and abilities in educational administration and various aspects of administration to perform their duties in coordination, creating morale, and motivating teachers to cooperate, be satisfied, and have love and unity among the group in all work practices in order to effectively reach the school's goals.

### **Academic Administration**

Academic administration is a very important task in educational institution administration because academic work is like the heart of educational institution administration, which focuses on developing learners to gain knowledge, skills, desirable characteristics, and become quality individuals who are beneficial to society and the country. Academic administration is a process that results from the cooperation of 2 or more people to carry out various activities together according to the planning process, organization, command, control, and operation by using resources, people, money, materials, equipment, and technology to maximize the benefits in order to achieve the objectives of the educational institution. Such operations involve planning, implementing activities, using technology media and learning resources, controlling, supervising, monitoring, and evaluating research results, and evaluating educational institution standards to improve and develop teaching and learning to achieve the best results and efficiency (Priyaporn, 2553). Learners are developed in all aspects until they achieve the goals of the curriculum and can develop themselves, develop their careers, and develop society to be able to live in a peaceful society, including developing people with quality in terms of knowledge, thinking, abilities, and being good and disciplined people. Therefore, academic administration means carrying out various activities of all groups of individuals to develop learners to achieve the goals of the curriculum and educational objectives in terms of knowledge, skills, abilities, and desirable characteristics. which is related to planning, activity implementation, use of technology media and learning resources, control, supervision, monitoring and evaluation, research and evaluation of educational institution standards. The administrators are responsible for managing and promoting and supporting academic work to proceed efficiently.

In addition, academic administration is an important and primary mission of educational institutions. Educational institution administrators must operate systematically and continuously in order to achieve the goals of the institution by using and managing various resources effectively. Furthermore, academic work is a factor in determining the amount of work of the educational institution, allocating resources from the government to the educational institution, and an indicator of success and ability of educational institution administrators as organizational leaders. Academic work will reflect the standards and quality of the educational institution. Therefore, those involved, whether administrators or personnel in the educational institution, should be aware of the importance of academic missions in order to lead to the development of the quality of students to be effective and efficient for the educational institution.

## **Principles and processes of academic administration**

Academic Administration There are several important principles that are considered for use as principles for educational administration. Tasanee (2552) proposed that 1) educational institutions must take into account the main components of academic administration. 2) There should be a mechanism to control academic standards of educational institutions to ensure quality. 3) There should be development of teachers and educational personnel to enable them to provide quality education and keep up with the times. 4) There should be a clear academic administration structure with decentralization of authority and responsibility to personnel. 5) There should be an assessment and monitoring of academic performance to ensure academic standards and use the results to improve academic planning for greater efficiency. 6) There should be a network for coordination and cooperation between families and communities to promote and support academic work of educational institutions in developing learners. 7) Academic administration can be conducted independently and flexibly and in line with the needs of learners and communities, especially in the process of formulating the curriculum of educational institutions to comply with the framework of the core curriculum of basic education and truly in line with the problems and needs of communities and society. Community and social participation should be created in determining the curriculum and learning processes, as well as being a network and source of learning, aiming to promote education to organize learning processes that consider learners to be of utmost importance, and to create quality indicators for educational administration, as well as to be able to inspect the quality of educational administration at every level. In addition, importance should be given to the process to ensure that learners have the quality in line with the curriculum's objectives, have knowledge, abilities, skills, key competencies, and desirable characteristics as specified by the curriculum, as well as operational efficiency, namely, obtaining higher quality products using the same resources. All learners can complete their studies on schedule.

In addition to the academic administration principles that educational administrators use in the administration process, the Deming Cycle quality management and control system has been developed and used in various administration processes, including academic administration, and is widely known as the PDCA cycle. Yuthana (2560) concluded that it is an operation consisting of 4 steps: 1) Plan, which means planning, 2) Do, which means taking action, 3) Check, which means checking, and 4) Action, which means improving and developing. It starts with setting goals or standards of the educational institution, and then planning (P) leading to the set goals. Then, the plan is implemented (D). While implementing, it is checked (C) to see if the implementation leads to the goals or not. The results of the inspection are used to correct and improve (A) and plan for the next step of the operation. Such operations must be made into a continuous development cycle at all times. Another important thing is that the work that is a PDCA cycle is written down. The work is in writing and there is evidence of the work that can be verified. The PDCA cycle is considered an efficient and widely used administration system.

## **Scope of Academic Administration**

Academic administration is considered the main task in the administration of educational institutions. Academic administration activities will change according to the essence of the curriculum and the administration policy of the parent organization. The implementation of academic activities requires cooperation from all parties, including administrators, teachers, parents, the communities and stakeholders. They must participate in the administration, from expressing opinions, planning, making decisions in the implementation, monitoring, and evaluating. This is for the effectiveness of academic administration, both in terms of quality and quantity, for students. The scope and tasks of

academic administration include: 1) Academic planning 2) Development of local curriculum 3) Development of educational institution curriculum 4) Learning management 5) Development of learning management process 6) Measurement, evaluation and transfer of learning results 7) Research and development of educational quality 8) Development of learning resources 9) Educational supervision 10) Guidance 11) Development of internal quality assurance system in educational institution 12) Promotion of community to be academically strong 13) Coordination of academic development with educational institution and other organization 14) Promotion and support of academic work to individuals, families, organizations, agencies and other institutions that provide education 15) Establishment of regulations and guidelines for academic work of educational institution 16) Selection of textbooks for use in educational institution and 17) Development and use of technological media for education (Office of the Basic Education Commission, 2552).

### **Participatory management**

Participatory management is very important in educational institution management because it is a management that aims to create cooperation among people in the organization in order for the operation to achieve the set goals. Participatory management is a management style that allows subordinates to participate in the decision-making process, use creativity and expertise, and jointly solve administrative problems. It emphasizes on building morale and increasing satisfaction in the work of the workers, which leads to the success of the organization's goals (Swansburg; & Swansburg, 2002). It also allows those with potential, knowledge, and ability to participate in activities, to apply their knowledge and abilities in the form of awareness, joint thinking, joint action, joint decision-making, and joint monitoring of results. Therefore, participatory management is a group of people or groups that voluntarily participate in work, both in terms of considering problems, participating in thinking, planning, implementing work, supervising, improving and developing, expressing opinions, and making decisions, as well as evaluating results, using the knowledge and expertise of each person to help solve problems or work, resulting in cooperation and a strong team that affects the efficiency of work that is beneficial to the organization and the agency in order to achieve the desired goals together (Mett, 2553).

Participatory management is a method that helps increase efficiency and effectiveness of work. It is a method that can be used at all levels. The main principle is to consider who will participate in which matter, how to participate, how much to participate, and when. The problem of participation that is often cited without giving those involved an opportunity to truly participate has a positive effect on driving the organization. Those who participate will be proud of being a part of the management, their opinions will be listened to and implemented for development, they will have a sense of ownership of the project, and they will be the best driving force. Because in reality, the people who are closest to the problem will be the ones who know the problem best. Senior executives do not know everything well. In particular, participatory management will make people respect each other, understand each other, and work together to achieve the goals (Jompong, 2554).

### **The concepts and theories on participatory management**

The concept of participatory management theory has mentioned the concept related to human motivation to work to achieve success at both the individual and social levels based on 3 needs: 1) The need for achievement, which is to do something to achieve the set goals by finding ways or methods to overcome problems or obstacles. When successful, there will be pride and there will be anxiety if the work is not successful. 2) The need for affiliation or the need to live together with others in society, the need for friendship and warm relationships.



And 3) The need for power, which is the need to be responsible for others, to control and give benefits or harm to others (McClelland, 1961).

The main principle of participatory management should consider the following issues: the importance of participation, who must participate, the tasks that must be participated, what are the details that must be done, and the level of difficulty of participation. Furthermore, giving relevant persons the opportunity to create participation in the operation or the implementation of various missions will result in such persons being committed to the activity and being committed to the organization (Sermsak, 2554). This includes creating a democratic working atmosphere, giving colleagues the opportunity to express their opinions, participate in decision-making, and take responsibility. Creating a good working atmosphere or creating participation in work is essential to come from the desire to work together of all parties, both executives and subordinates. Even though subordinates want to work together with participation, if executives do not want to create participation, a good working atmosphere will be difficult to achieve. On the other hand, if executives want the organization to have a good working atmosphere, with participation from all parties, but the practitioners or subordinates are unwilling, not interested, or do not see the importance of participation, participation in management will not be successful. Therefore, both parties must have a mutual desire to create participation in order for participation to occur. And it is the duty of the executive to explain to the subordinates to make them understand the objectives of the operation as well as the objectives of the organization (Mett, 2553). Therefore, the leader in participatory management must be a person with a good personality, skilled in the work and capable in the work and decision-making, have good human relations and ethics in the work, and be capable in their own role well. The management process will then achieve the desired goals of the organization. From the concepts and theories about participatory management, it can be applied to create a good working atmosphere, provide opportunities for work, express opinions, make decisions and take responsibility together effectively, including creating a good image or personality of the executives.

### **The elements of participatory management**

The elements of participatory management are the important elements that educational administrators should consider in order to be able to implement participatory management smoothly and effectively. They consist of 1) listening to opinions and suggestions, 2) creating motivation for work, 3) effective communication system within the organization, 4) good interaction among people in the organization, 5) jointly setting goals and methods of operation, and 6) control, supervision, and monitoring system (Likert, 1961). In addition, building trust includes the trust that administrators have in subordinates to do something, giving subordinates the opportunity to work independently until they are successful, reporting progress and evaluating work appropriately, creating engagement means the positive feelings towards the organization of personnel, creating a sense of confidence in the organization, and feeling the same way among personnel in the organization. Setting goals and work objectives means that administrators and personnel set goals to work together and jointly improve and develop the organization's goals continuously, leading to work with the same goals and shared responsibility. Independence in work is a condition in which personnel in the organization can work independently for their responsibilities and have the authority to make decisions in that work. And work transparently and efficiently (Swansburg & Swansburg, 2002). Therefore, the components of participatory management consist of trust, commitment, goal and objective setting, freedom in work, internal communication system, control, supervision and monitoring. In this regard, the executives allow subordinates to express their opinions and have freedom in their work, including promoting and supporting, stimulating or inspiring subordinates to be



motivated to work by having them participate in decision-making about the organization's management, stimulating attitudes in organizational choices and leading the organization to its set goals.

### **Participation of teachers and educational personnel in academic administration**

Participation in academic administration of teachers and educational personnel can be carried out by considering individuals, tasks or tasks within the scope of academic administration of the educational institution. Participatory administration methods can be summarized as follows: 1) Working in a team format between administrators and personnel 2) Establishing groups to work or solve problems to achieve goals 3) Consulting along the chain of command or operating through committees, which are representatives of various groups in the educational institution 4) Participatory administration focuses on building human relations and good work among people in the organization 5) Administration that involves administrators at various levels of the organization to participate in administration, problem solving or deficiencies in the organization 6) QCC system format is working in small groups to solve problems that may affect work and then finding solutions together 7) Working in a committee format in participatory administration and 8) Participation and team building. In this type of work, members work with determination, help each other and create stability in the organization (Putti, 1987). Therefore, it can be concluded that participation in academic administration of teachers and educational personnel This can be done by considering the capabilities of the person, the work or the tasks within the scope of academic administration of the educational institution. Participation may be in the form of individual participation or participation by the committee and the organization in the form of consulting work, suggestions or participation in the implementation, planning, joint operation, supervision, monitoring and evaluation of that mission.

### **Benefits of participatory management**

The study on the benefits of participatory management, Thorn (2551) summarized the benefits of participatory management as follows: 1) More acceptance of change 2) The relationship between supervisors, subordinates, service recipients, and related parties is smoother 3) Employees' commitment to the organization is increased 4) Mutual trust 5) Subordinates accept change and trust the management more 6) Management decisions are of better quality 7) Decision making is effective 8) Creating an effective team Participatory management helps improve the team. In addition, participatory management helps create good planning and decision making, cooperation, unity, commitment, unity, and democracy in work. There is an exchange of knowledge, checking, and following up effectively, including helping each other to suggest, improve, and develop the quality of work to be more effective.

### **Conclusion**

Academic administration is an important mission of educational institution administration. Educational institution administrators, teachers, and all relevant parties must have knowledge, understanding, and awareness of the importance of academic missions to lead to the development of student quality to be effective and efficient for the educational institution. In particular, the principles of academic administration according to the scope of academic work, the Deming Cycle quality management and control system, or the PDCA cycle work, help academic administration be effective and auditable, including the application of participatory administration methods in educational institutions, especially in academic administration, which promotes participation and work characteristics of administrators, teachers, and relevant parties by using the knowledge and expertise of each person to help solve



problems or perform work, both in terms of planning and good decision-making, cooperation, unity, commitment, unity, and creating democracy in work, resulting in the exchange of learning, checking, following up, and helping each other to suggest, improve, and develop the quality of academic administration according to the scope of academic work in all aspects, resulting in cooperation and a strong team, which affects the efficiency of work and is beneficial to the organization and agencies to achieve the desired goals together.

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