



The Primary School Administration Towards Excellence in Taiyuan City

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Received October 19, 2023; **Revised** November 16, 2023; **Accepted:** June 30, 2024

Abstract

The purposes of this research were to: 1) Identify the factors of primary school administration towards excellence in Taiyuan City, 2) to confirm the factors of primary school administration towards excellence in Taiyuan City. The sample was 19 primary schools. The two respondents from each school were a principal and a teacher with a total of 382 respondents. The instrument for collecting the data was opinionnaire. The statistics used to analyze the data were frequency, percentage, arithmetic mean, standard deviation and confirmatory factor analysis. The findings of this research were as follows: 1. The factors of primary school administration towards excellence in Taiyuan city were 9 factors: 1) Leadership, 2) Strategic Planning, 3) Staff Management, 4) Resources, 5) Student Focused Processes, 6) Administrative and Operational Results, 7) Staff Results, 8) Partnership and Society Results and 9) Key Performance Results. 2. The factors of primary school administration towards excellence in Taiyuan city were good fit with the empirical data.

Keywords: Primary School Administration; Excellence School; Primary School

Introduction

In September 2017, the General Office of the CPC Central Committee and the General Office of the State Council issued the Opinions on Deepening the Reform of the Education System and Mechanism, which clearly stated: "Respect the initiative of the grassroots, fully mobilize the enthusiasm and creativity of local and school reform, and timely upgrade successful experience into systems and policies." From the policy environment, the state began to encourage schools to creatively carry out school improvement, comprehensively improve the quality of education and teaching, and solve various challenges and problems that restrict the process of creative improvement in schools. To improve the quality of schools, the most



fundamental is to give play to the autonomy, science, innovation and permanence of school improvement. This work is the most difficult but also the most significant, so the value of in-depth study is the highest. (General Office of the CPC Central Committee and the General Office of the State Council, 2023)

School education is of vital importance to both students and the development of society. Primary education is the basic stage of basic education. The management of primary schools directly affects the educational activities and the results of running schools in primary schools. The success or failure of primary education has an impact on the future of a child and even the future of a Country. From an international perspective, this paper draws on the international advanced educational management theory, explores a more suitable primary school management method for second-tier cities in China, and constantly explores and improves the existing problems in the management of primary school education. In China, with the implementation of the New Curriculum Reform in China and the comprehensive implementation of quality-oriented education in primary schools, the overall school-running level of primary schools has been improved to a certain extent.

Research objective

1. To identify the factors of primary school administration towards excellence in Taiyuan city.
2. To confirm the factors of primary school administration towards excellence in Taiyuan city with the empirical data.

Methodology

This study was descriptive research. The methodology of this study was done by 4 steps. Step 1 study and analysing the concept of school administration towards excellence. Step 2 conducting the questionnaire and testing for quality of questionnaire. Step 3 collecting the data and analysing the data. And Step 4 conclusions, discussion and recommendation.

The population

The population of this research were 371 public primary schools in Taiyuan City. The researcher use the Krejcie and Morgan's Table to state the sample size and do sampling technique with stratified random sampling, separate the sample by districts. The samples were 19 public primary schools in Taiyuan where separate in 10 districts are as follow; 27 schools in YingZe, 27 schools in XiaoDian, 39 schools in



XinHuaLing, 23 schools in JianCaoPing,43 schools in WanBaiLin,6 schools in JinYuan , 11 schools in Qingxv, 2 schools in Yangqu, 2 schools in Loufan and 11 schools in Gujiao.

Respondents

In this study the respondents were selected for the research from is school consists of a principal, and a teacher with a total of 382 respondents. As show in Table 1.

Table 1: Population, Samples and Respondents

	Population (School)	Sample (School)	Respondent		Total
			School principal	School teacher	
YingZe	47	27	27	27	54
XiaoDian	44	27	27	27	54
XinHuaLing	63	39	39	39	78
JianCaoPing	39	23	23	23	46
WanBaiLin	65	43	43	43	86
JinYuan	21	6	6	6	12
Qingxv	25	11	11	11	22
Yangqu	13	2	2	2	4
Loufan	16	2	2	2	4
Gujiao	38	11	11	11	22
Total	371	191	191	191	382

Studied variables

The variables of this research were consisted of the in dependent variables and the studied variables as follows: 1.) the basic variables were the personnel status of samples, such as gender, age, working time, education, title, and 2.) the studied variables were evaluation criteria of excellent schools based on Singapore School of Excellence model (Pak Tee Ng and David Chan: 2008.) which composed of 1) Leadership factor to the primary school towards excellence, 2) Strategic Planning factor to the primary school towards excellence, 3) Staff management factor to the primary school towards excellence, 4) Resources factor to the primary school towards excellence , 5)Student-Focus process factor to the primary school towards excellence, 6) Administrative and operational results factor to the primary school



towards excellence, 7) Staff results factor to the primary school towards excellence, 8) Partnership and society results factor to the primary school towards excellence, and 9) Key performance results factor to the primary school towards excellence. As show in table 2.

Table 2: Independent and Dependent Variable

Independent Variable	Study Variable
<ul style="list-style-type: none"> - Gender - Age - Working time - Education - Title 	<ul style="list-style-type: none"> 1. Leadership 2. Strategic Planning 3. Staff management 4. Resources 5. Student 6. Administrative and operational results 7. Staff results 8. Partnership and society results 9. Key performance results

Instrument

The instrument for collecting the data was an opinionnaire. It consists of 2 parts; 1) basic information of the respondent which define by gender, age, working experience, educational background and title, 2.) the studied variables were evaluation criteria of excellent schools.

Developing instrument

The researcher constructed the opinionnaire based on Singapore School of excellence criteria.

Data Analysis

When all the data had been collected, used computer package describe the analysis and used Amos for CFA. Descriptive statistics like frequency, percentage, arithmetic means, and standard deviation and confirmation factor analysis CFA: All the tests in this section were conducted using Analysis of Moment Structure (AMOS). Firstly, the model fit was assessed by Normed χ^2/df value. In addition, model fit indices like Goodness-of-Fit Index (GFI), Comparative Fit Index (CFI), adjusted goodness of Fit Index (AGFI), and Root Mean Square Error of Approximation (RMSEA) were also used to assess the model fit for the current study. Once the model was deemed fit, AMOS was utilized to assess the significance and the strength of the proposed hypotheses in the study.

The main purpose of undertaking confirmatory analysis was to validate the items used in the study. These items were subjected to a series of validity checks



like fit indices and Unidimensionality assessment and discriminant validity. It was an important criterion for all the items to go through this analysis before proceeding to the hypotheses testing in the proposed model. Once it has been validated by the assessment mentioned above, another round of construct reliability assessment was conducted.

Results

The analysis on the factors of primary school administration towards excellence in public primary schools in Taiyuan city were presented in Table 2.

Table 2: The factors of primary school administration toward excellence as a whole

Factors	\bar{X}	SD	Level
Leadership	3.15	0.951	1
Strategic Planning	3.14	0.951	2
Staff Management	3.09	1.121	3
Resources	3.06	1.076	4
Student Focused Processes	3.03	0.962	5
Partnership and Society Results	3.03	1.036	6
Staff Results	3.03	1.014	6
Key Performance Results	2.92	1.065	8
Administrative and Operational Results	2.80	1.179	9

From Table 2 it shows that the factors on primary school administration towards excellence on Leadership in was at 1 level with automatic mean of 3.15 and standard deviation of 0.951, Strategic Planning dimension in was at 2 level with automatic mean of 3.14 and standard deviation of 0.951, Staff Management dimension in was at 3 level with automatic mean of 3.09 and standard deviation of 1.121, Resources dimension in was at 4 level with automatic mean of 3.06 and standard deviation of 1.076, Student Focused Processes dimension in was at 5 level with automatic mean of 3.03 and standard deviation of 0.962, Partnership and Society Results dimension in was at 6 level with automatic mean of 3.03 and standard deviation of 1.036, Staff Results dimension in was at 6 level with automatic mean of 3.03 and standard deviation of 1.014, Key Performance Results dimension in was at 8 level with automatic mean of 2.92 and standard deviation of 1.065, Administrative and Operational Results dimension in was at 9 level with automatic mean of 2.80 and standard deviation of 1.179.



The confirmation analysis of the whole factors of primary school administration towards excellence by using CFA as show in Figure 1.

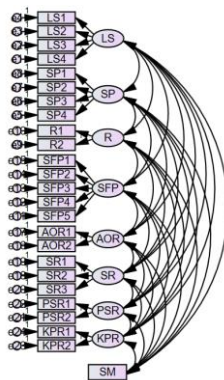


Figure 1 CFA (Whole factor)

According to Table 3, among the fitting indicators of confirmatory factor analysis, all indicators meet the ideal value, indicating that the model has a good fitting degree.

Table 3 Model fit table (Whole Factors)

Fitting	Standard	Model fit	Fit
χ^2/df	< 3.00	1.385	Yes
P	> 0.05	0.000	No
GFI	> 0.90	0.938	Yes
AGFI	> 0.90	0.916	Yes
CFI	> 0.90	0.972	Yes
Standardized RMR	< 0.08	0.036	Yes
RMSEA	< 0.06	0.032	Yes

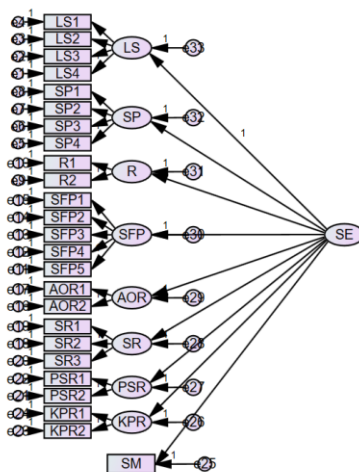




Figure 2 Second-order CFA model of the whole factors of primary school administration towards excellent Table 4: Goodness of fit of the model of factor of primary school administration towards excellent

Fitting	Standard	Model fit	Fit
χ^2/df	< 3.00	1.466	Yes
P	> 0.05	0.000	No
GFI	> 0.90	0.928	Yes
AGFI	> 0.90	0.912	Yes
CFI	> 0.90	0.963	Yes
Standardized RMR	< 0.08	0.045	Yes
RMSEA	< 0.06	0.035	Yes

According to the table 43 below, it can be seen that among the fitting indexes of structural equation analysis, all the indexes are in line with the ideal value, indicating that the model fitting degree is good.

Based on the analysis of the path effects of the structural equation, it can be seen from the following table that, except for the Partnership and Society Results→School Excellence, the path significance is greater than 0.05, which has no significant impact, and the other paths significance is less than 0.05, which has significant impact.

Discussion

1. This study found out that the factors of primary school administration towards excellence in Taiyuan city were 9 factors: 1) Leadership, 2) Strategic Planning, 3) Staff Management, 4) Resources 5) Student Focused Processes, 6) Administrative and Operational Results, 7) Staff Results, 8) Partnership and Society Results and 9) Key Performance Results. These findings shown that 9 aspects might be the factors for managing school to achieve the excellence criteria and may be these aspects can lead the school administration perform duty in a best perform. Therefore, the leadership was the first factor for driving the school to active the goal. While the school administration must do his job based on strategic planning, staff managing, resources, student focused processes, administration for best result, staff results, partner result and lastly the key performance results. This study was accordance with the concept of Tom Peters and Robert H. Waterman (2004) stated that excellence is a continuously moving target that can be pursued through actions of integrity, being frontrunner in terms of products services provided that are reliable and safe for the intended users, meeting



all obligations and continuously learning and improving in all spheres to pursue the moving target. While Poerwanti (2018) excellent school is a qualified school that serves as a reference for other schools. Excellent schools or what are often called effective schools. Excellent school can be understood as a qualified school defined in the field of education. As cited by Tee Ng and Other that the school excellent composed of 9 dimensions: 1) Leadership, 2) Strategic Planning, 3) Staff Management, 4) Resources, 5) Student-Focused Processes, 6) Administrative and Operational Results, 7) Staff Results, 8) Partnership and Society Results and 9) Key Performance Results Tee Ng (2003). As the same time, they make research on school excellent model and found out that the school excellence model”, shows that target of to make the Singapore schools excellent schools. Since 2000, there has been a shift in the appraisal process for schools to support the excellent schools’ campaign. Presently, schools are required to conduct self-appraisal utilizing the School Excellence Model (SEM), which draws inspiration from a business excellence model. Ng Pak Tee’s research examines the SEM, its significant implications for school leadership and management in Singapore, and the remaining areas that need attention during the model’s implementation. Notably, school leaders should prioritize the essence rather than the superficial aspects of the SEM, adopt a systemic approach to enhance quality in schools, and serve as pioneers by being the first to believe in and practice the principles of this movement.

2. From the finding shown that. The factors of primary school administration towards excellence in Taiyuan city were good fit with the empirical data. May be because those 9 factors are the main of variable to prove the excellent school teachers and administrators have the idea that if we want to drive the school to achieve the excellent of perform their school it should refer to these factors. This finding correlated with the concept of Hechuan Sun (2019) that the standard of improving quality education into people all over the world. Improve quality standards has become the pursuit of high-quality education resources and the promotion of the new target of education efficiency.

Conclusion

From the analyzing the data, it found out that

1. There are a components of school administration towards excellence in Taiyuan city. Those are 1) Leadership, 2) Strategic Planning, 3) Staff Management, 4) Resources 5) Student Focused Processes, 6) Administrative and Operational Results,



7) Staff Results, 8) Partnership and Society Results and 9) Key Performance Results.

The followings are the detail of those components.

2. The factors of primary school administration towards excellence in Taiyuan city were good fit with the empirical data.

Recommendation for the future research

Recommendation in general

The school in Taiyuan city should follow the criteria of primary school administration towards excellences, they should apply the principle in managing school. Especially all of faculty in school should cooperate together and design the activities in school beyond those excellence factors.

Recommendation for the future research.

1. The school should research carried out according to the characteristics of different management objectives in order to improve the quality of school.

2. The future research may consider on what factors would affect the excellence school administration.

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