

A Study of Ethical Leadership Compositions for School Administrators

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ABSTRACT

This article aimed to study the components of ethical leadership of school administrators. Documentary study was used for the study from papers, research papers, and propose in the form of academic articles. Results showed that educational leaders are ethical leaders with characteristics that must be knowledgeable be creative have patience, have sacrifice, have good human relations including courage and ethical courage that must dare to think, dare to act and act. The new generation of leaders in educational institutions who exemplify education, wisdom and knowledge must be courageous and aware of universal ethics that supports global citizenship along with the leader should be an example under the concept of speaking can and be as well as promoting and campaigning for practice and following until it becomes a pattern and is accepted internationally.

Keywords

Education, Ethical Leadership, School Administrators

I. INTRODUCTION

Leaders, administrators or teachers who are civil servants with professional licenses lacking morals and ethics as can be seen from the news through newspapers, television or various social media providing information about illegal acts, corruption, corruption, and violent verbal abuse by teachers and showing inappropriate behaviour in school. The teacher gambled, was addicted to alcohol, dressed improperly and disguised herself, physically abusing students Punishing students too much and the teacher placed too close to the students beyond their boundaries leading to indecent behaviour towards students or youth, sexual harassment news which these events as an example of the immorality of educational institution administrators that reflects the lack of morality and ethics including the lack of leadership maturity of educational institution administrators in the practice of good civil servants.

Therefore, teachers, school administrator, and educational leader are comparable to the national mild. The teaching profession is one of the professions that is regarded as an advanced profession that has been accepted by society from the past to the present an important basic role for those who will practice the teaching profession is to train, teach and train students to be perfect human beings with a compassionate mind. Teachers must be responsible to themselves, to their families and to society, to be committed to doing various tasks. In teaching and educating according to roles and duties, teachers must encourage students to learn skills and good habits for students in accordance with their roles and duties to the best of their ability, with sincerity, teachers must behave as role models, both physically, verbally and mentally. Teachers must not act against the students' physical, intellectual, mental, emotional and social development, and teachers must take care and transfer knowledge with sincerity and equality without asking for or accepting benefits from using the position wrongly to be successful, have discipline towards oneself and others

including having a public consciousness ready to benefit the public. Teachers are very important professions in developing the concept of children and youth in society, and teachers must be conscious of morality, ethics, ethics of the teaching profession to be a good role model for children and youth. Therefore, leaders or administrators of educational institutions or teachers must have leadership that consists of basic morals and ethics by adhering to the principles of universal goodness such as cleanliness, orderliness, politeness, punctuality and concentration which is the main one that has been developed which is consistent and encourages leaders or administrators of educational institutions able to follow the Five Precepts, which are: not killing, not stealing, not engaging in sexual misconduct, not telling lies, not drinking alcohol, which are the basic virtues of every human being. When executives are clean in their thought's speech and action. It will make you have a good attitude, therefore, do not think of doing evil physically, verbally or mentally and not to violate the body, property, misconduct in other people's spouse, if a leader has discipline since his life, organize the management of utensils as would make the property stable, not lost, so there is no mind to think of stealing someone else's being able to control the four postures, good manners, politeness, will lead to composure. When one is restrained in body, speech, and mind, there is no thought of fornication. Moreover, if the time management leader is not on time will cultivate a habit of lying or refrain from responsibility, with excuses, conditions and conditions in finding reasons to explain to keep oneself from being wrong and always right. If the leader concentrates would make the leader have mental stability cause inner consciousness and happiness. If a leader does not concentrate his mind becomes distracted and unsatisfied, causing him to seek external stimuli, namely vices, liquor, etc.

From the reasons mentioned above, it can be considered that the administrators of the educational institutions are important persons in education management and educational

development in the departments by being a policy maker, planning and conducting educational activities and must be a role model for subordinates working together until resulting in the achievement of educational management. Therefore, it is necessary to have ethical leadership and fundamental compassion, and it is accepted by society as a good role model for those involved, therefore having morals and ethics as a basis. Therefore, in writing this article will study the components of ethical leadership of school administrators as a guideline for the development of ethical leadership in the modern era.

II. ETHICAL LEADERSHIP

Ethical leadership has been defined by many definitions as:

Dirks and Ferrin said ethical leadership is a leader who can describe the level of ethics that includes integrity and trust are important for leaders to achieve recognition from their peers [1].

Kenneth said Ethical leadership means applying the power of a leader in a particular situation is the right amount which in some situations. They may need any kind of leadership, but ethical leadership must be polite. [2]

Brown and Trevi commented that ethical leaders are honest, caring and ethical, are people who make fair and balanced decisions. Ethical leaders communicate often with their followers, ethical standards are clearly set, use standardized rewards, and punishments in practice. Ethical leaders guide and proactively exemplify ethics and define the term ethical leadership in research as an expression of expression to reach appropriate conduct through personal action and interpersonal relationships and to promote such practices to followers through two-way communication, reinforcement and decision-making [3].

Freeman and Stewart said ethical leadership is the direct or honest action of a leader that expresses good qualities with appreciation. The right values, the strong character, the example for others, and the important thing is to be tolerant of temptation (with stand any temptations) [4]

Resick, Hanges, Dickson and Mitchelson said: A leader's character and integrity form the foundation for a person to be in control ethical beliefs, ethical values and decisions Ethical decisions and leadership are related to ways of acting that respect the rights and dignity of people. Others, those with ethical leadership make decisions by engaging society and using persuasion to work effectively [5].

Brown describes ethical leadership as: A person of integrity must be honest, trustworthy and fair using rules-based practices. There is a framework behaviour that should be in the workplace, how to behave properly and see that ethical leadership must be a moral manager which moral managers have influence to ethical and unethical followers. Ethics will be distinguished by communicating ethical standards, exemplary ethical behaviour and rewarding. punished and there is also a strengthening or development of discipline in order for the follower to behave in accordance with the rules of morality [6].

Berghofer ethical leaders are full of trust will be honest will be commanded with respect (commands respect) will be treated with justice will always maintain responsibility.

Honour and Loyalty Ethical leadership is strong, generous, full hearted, trustworthy (resolute) [7].

Weichun mentions that ethical leaders will create the right conditions and corporate culture to promote the moral development of followers. Ethical leaders tend to advise because of their attractiveness and credibility as role models that can attract, attention to and imitating their behaviour, ethical leaders set high standards for moral and ethical behaviour. Ethical leaders have strong moral values and goals leading to behaviours and decisions that promote procedural moral policies, ethical leaders encourage their followers to challenge long-term assumptions and the leadership's distinctive logic. Ethical Leaders also focus on coaching and mentoring their followers to hold great moral responsibility by presenting constructive and positive moral suggestions to followers, ethical leaders improve feelings, understanding of one's own and others' moral perspective, which contributes to the development of that level, high under the influence of ethical leaders, followers tend to have abilities, interests, and needs above the ego itself, guided by one's own moral identity [8].

Heiskanen defines ethical leadership as a leader who only practices "good things" and is responsible for the individual and the interests of one or the other. Always a good thing, ethical leaders will strive hard for obtaining results and good things, because they have a way of working or setting a path. For more obvious success, good leaders must do only good and helpful things. In building a good human being, every decision to act by an ethical leader will always mean something. [9]

Khaire gave the meaning of ethical leadership refers to those who do not deny what is important good qualities and values what is right, in fact, ethical leadership is a very complex idea. Ethical leaders will find that they are not work only with employees or workers. He would rather take the overall benefits very seriously to strive for the achievement of common goals. It is very important for leaders to tell about arousing interest in moral values Ethical leaders must do what abstract to be concrete and can be applied for life [10].

Prince and Tumlin define ethical leadership as ethical leadership must be a person who does not harm ethics, has a process for laying down rules that are mutually beneficial on a mutually acceptable basis, reliance as we are all members of the same society helping members succeed achieving goals in an ethical way. Ethical leadership is related to persuasion, and clarification of what is good can be proven and valuable. This is a symbol for ethical leaders to explain [11].

Ethical Leadership defines the behaviours expressed by the educational institution administrators regarding behaviour and communication in order to gain acceptance and faith from those involved, respect demonstration of good citizenship, and demonstration of fairness by such behaviour will take into account the achievements in achieving the goals of the organization [12] including behaviours or procedures, of leaders who express their own moral and ethical values with ideology for the public and courage to uphold those core values in providing good service to the public with regard to the interests of the organization and society as a whole. The principle can also motivate the followers to look beyond their personal interests to the benefit of the organization or for the public instead, which is considered to raise the morality of the

follower [13] considering overall. There are two aspects of ethical leadership: 1) Action is the result or outcome as the end point or goal, and it is an action that brings the majority of people to the benefit and happiness of the front which is a good practice that leaders adhere to: telling the truth, keeping promises, and respecting the human dignity of others adhering to equality and justice and 2) attributes are the attributes that appear primarily in the theory of virtuousness [14].

III. ETHICAL LEADERSHIP COMPONENTS

Berghofer and Schwartz explain that ethical leadership is a positive relationship that is the gold standard for organizations. The principle of respect does not create agreements or contracts or coercive consent with no choice. This is considered the most important thing in the success of the organization. Ethical leaders must understand that these relationships will lead to growth or progress for the organization which by basic principles ethical leadership consists of trust, respect, integrity, honesty, fairness, equity, justice, and compassion. [15]

Brown and Tievino said that ethical leadership must consist of integrity and trust, must be the one who decides problems with fairness and equality (Caring) and good citizenship and is an ethical person, both personal and in work, often communicate with followers on ethical matters, establish clear ethical standards, and There is a reward or punishment in order for the follower to comply with the set standards. Ethical leadership will produce, results is the effectiveness of the leader, satisfaction with the work and devotion to the work of the followers, and they will be willing to report problems to management. [16]

According to Brown, ethical leadership is a moral manager in which a moral manager influences ethical and unethical followers through ethical behavior and leadership qualities that must demonstrate 1) trust, 2) fairness, 3) respect, 4) adherence to the principles of reward and punishment, 5) creating an ethical atmosphere at work, and 6) being a good citizen [17].

Karakose discusses ethical leadership, he saw that the ethical behaviour of the school administrators would create a good development atmosphere. This will make the leaders trust. Therefore, ethical leadership must behave and have important characteristics as follows: 1) must take into account the goals of the work, 2) always develop knowledge, 3) create an atmosphere ethical, 4) trust, 5) responsibility, 6) respect for honor and dignity, 7) fairness, 8) caring, and 9) good citizenship. [18]

Josephson said that institute of ethics, ethical leadership means practice values and is a standard of ethical behavior that demonstrates the values that are benefits include. There are 6 important characteristics as follows: 1) trustworthiness, 2) respect, 3) responsibility, 4) fairness, 5) caring, and 6) citizenship. [19]

Henry said that ethical leadership is the relationship between two key elements of ethics: having standards of conduct and having the courage to abide by standards and ethical leadership styles. Ethical leaders have six qualities, namely 1) emphasizing the objectives or promoting the implementation of the objectives, 2) having the courage to

prove convictions or wrongdoing, 3) developing people in the whole system, 4) empowering, 5) having the ability to continuous planning, and 6) Emotional intelligence. [20]

Willie Pietersen said that ethical leadership consists of 1) profound self-awareness, 2) self-explanatory morality, 3) steadfastness and firmness in what one believes, 4) self-control and worldview, 5) always striving to produce great results, 6) Simple communication, 7) encouragement and teamwork, 8) show appreciation for the views of others, including showing concerned about the feelings of others, 9) creating a culture of collaboration and common purpose, 10) inspirational commitment, 11) management skills, and 12) good governance. [21]

Suthasinee is a relative the study of the ethical leadership, of the administrators, of the educational institutes under the Department of Local Government Promotion found that there were a number of components of ethical leadership, 11 elements as follows: 1) Organizational commitment, 2) Justice, 3) Caring, 4) Empowerment, 5) Responsibility, 6) Reflection, 7) Vision, 8) Integrity, 9) Trust, 10) Holding Principles of Virtue and Goodness, and 11) Focusing on achievements. [22]

Sutheppalarn has studied the ethical leadership indicators of administrators and found that there are 5 main components of ethical leadership in education, 16 minor components and 69 indicators as follows: [23]

1) Trust refers to the behavior that shows the performance of duty with honesty, integrity, keep-promise, and loyalty to the community organization and the nation's society.

2) Responsibility refers to the behavior that manifests itself as a responsible person who performs duties with verifiable responsibility, strives for excellence and has self-control under the Office of the Basic Education Commission.

3) Respect refers to the behavior that expresses the duty of being polite, having respect for dignity and accepting others.

4) Good citizenship refers to the behavior that expresses good citizenship in relation to the duties of being a good citizen in relation to one's own citizenship and good citizenship in relation to politics and governance.

5) Fairness refers to the behavior that manifests as impartial decision-making and the one who acts by means of the right process, the right decision.

Kanokon Sompraj, Wallapa Areerat, and Ngang, T. K. discuss the indicators of ethical leadership for school administrators in Thailand, 5 main components 19 subcomponents and 69 indicators of which the main components are 5 consists of 1) Responsibility 2) Justice 3) Trust 4) Character and 5) Delegation [24].

Samrit Kangseng has proposed a model of the LISREL model, an analysis of the affirmative elements of ethical leadership that consists of 3 main components and 11 sub-components as follows: 1) Ethics towards oneself has 4 sub-components, namely adherence to morality, 2) Ethics towards colleagues has 3 sub-components: respect for others, good interpersonal skills and ability to build a team, 3) organizational ethics 4 elements, the sub is to create an ethical culture, lead change, focus on job success and create customer satisfaction [25].

Hongsa Wongchampa has proposed 5 key components of ethical leadership:

1. Integrity refers to the behavior that the administrator of the educational institution demonstrates to behave honestly to oneself and others, as well as to work duties and commitments.

2. Being a service provider means co-workers, their own interests.

3. Trust means showing dignity, loyalty benevolence interpersonal relations, transparency, sincerity, consistency in speech and actions, fairness, and judgment in decision-making. There is a willingness to protect subordinates' information, is committed and willing to protect subordinates in their participation and exchange of information.

4. Justice refers to the behavior that the administrators of the educational institutes demonstrate that are fair, unbiased, free from bias, reasonable, and extending the correctness, respect and comply with laws and regulations order, traditions and roles as well as the courage to stand up for what is right.

5. Organizational commitment refers to the behavior of the educational institution administrators that express a feeling of confidence and acceptance of the goals and values of the organization, willingness to devote physical and mental strength to the best of my ability working for the organization and desiring to maintain its membership status [26].

The components of ethical leadership in school administrators under the Office of the Basic Education Commission concerning the behaviors expressed by the school administrators in terms of behavior and communication in order to gain acceptance and faith from those involved in such behavior consisted of: The five main components are 1) an expression of trust, 2) an expression of responsibility, 3) an expression of respect, 4) an expression of good citizenship, and a 5) an expression of justice [27]. It goes to 1) Trust 2) Justice 3) Respect 4) Responsibility and 5) Honesty [28] or sum it up 1) Honesty, 2) Trustworthy, 3) Selfishness, 4) Justice, however, focuses on the aspects of behavior that involve attempts to influence the ethical behavior of others and the altruistic ethical attributes of others.[29]

IV. ETHICAL LEADERSHIP OF SCHOOL ADMINISTRATORS

Executive Leadership Characteristics Academics such as Sumeth Sangnimnuan have studied and presented leadership traits that Thai people like to refer to the qualities of a leader can be said to be an academic view but when compared to a survey of Thai people on the topic of leadership needs with the qualities that Thai people like, it has similar results.

1. Honesty: Thais consider honesty to be the first important quality of Thai leaders because honesty is a measure of a country's development. Corruption requires all developed countries to rank at the top of the list while developing countries compete against each other to not fall behind.

2. Fairness: Thai people attach importance to justice because the justice of the leader helps the practitioners to have morale in their work with the hope that when they are determined and diligent in their work, they will be rewarded, good, fair leadership and support.

3. Responsibility is a fundamental quality of leadership. People need a leader because they want the leader to play a

role of responsibility and make decisions on their behalf. Therefore, Thai people also need responsible leaders.

4. Have a vision: Leadership's vision plays an important role in leading the organization to progress and success in a large organization, vision may be required from the brainstorming of the members of the organization together. However, the vision of a corporate leader is still a key quality that is always in demand.

5. Creativity: Creativity helps to change for the better or at least helps to create new things in the organization. New achievements are created in the organization, so creativity is one of the qualities of a leader that Thai people need.

6. There is a team work: The traditional traits of Thai people tend to be less successful in teamwork but as society has developed, we learn and see the importance of working as a team that letting everyone participate, think together, create, share responsibility, will produce better results than working as a team of Leaders are the qualities required of modern Thai people.

7. Leadership: The literal meaning of the word leadership is that the leader has leadership, what the leader wants to be accomplished with the willingness of the practitioner, how the leader uses his motivational techniques or attributes is up to the leader himself but in conclusion, what Thai people want is a leader with leadership or full leadership.

8. There is a sacrifice: There is a constant admonishment to the leader that a leader must work harder than others, be more patient than others, and sacrifice more than others. Leaders who are self-serving over the common good will not receive cooperation in their work. It is difficult to hope for success, so Thai people believe that another good quality of a leader is a person who is selfless.

9. There is a plan: Leaders must work in a systematic way. There is a step-by-step work plan. There is a division of work, responsibility for the work that is planned will help follow-up, budget allocation and a clear, systematic evaluation, and if there are any obstacles, they can be corrected at the right point and can also be used as a lesson to prevent reoccurring problems in the future. The qualities of a leader who works with a plan are another requirement of Thai people.

10. Maturity means maturity and maturity. Therefore, maturity is a condition or condition that implies perfection in all aspects, including age, education, intelligence, mentality, emotion and decision-making, etc. Thai people need a leader who is perfect. This is because it is expected that the maturity of the leader will make the other qualities of the leader more outstanding and complete [30].

Prakong Rasameekaew studied the leadership characteristics of administrators in quality educational institutions. It was found that the results of the analysis of leadership qualities of administrators in quality educational institutions consisted of 4 components as follows:

Component 1: The emotional intelligence of the administrators consisted of being open-minded, giving teachers the opportunity to be free to think, to control their emotions, to be stable, not only emotional, to be friendly towards co-workers, to understand their subordinates, to have strong democracy and not listen to them. From all groups to create morale for subordinates to know, create a good working atmosphere, accept mistakes, be firm-minded,

flexible, create love, unity among the team, be polite, humble, sympathetic, sympathetic to subordinates, being rational, impressing subordinates to know how to use power in the right way.

Component 2: Self-employment consists of diligence, patience, devoting time to work that is popular with the people, conscience, and commitment to punctuality, self-discipline, awareness and enthusiasm for school development as a discipline keeper, ideology, self-confidence, striving to get the job done.

Component 3: Performance competence consists of being initiative and omniscient, creative, intelligent, wise, administrative competence, managerial experience, broad vision, decision-making ability, analytical ability to consider the event.

Component 4: Executive personality consists of being easy to eat, easy to live in, not self-sensitive to the knowledge acquired, having a reasonable appearance, simple and moderately economically viable, having basic knowledge in the use of technology, have the courage to think, dare to take risks, have the motivation, have the decisiveness, steadfastness, are happy to work. [31]

Netpannayavi Has mentioned that a good leader or executive must have the following qualities:

1. Knowledge: being a leader, knowledge is the most necessary. Knowledge here does not mean only the knowledge of the work in the job. It means pursuing additional knowledge in other areas. By being a good leader, the more knowledgeable you are, the more stable your leadership position.

2. Initiative: is the ability to do something within the jurisdiction on its own without waiting for orders or the ability to express opinions to make something better or To grow on their own, initiative to thrive, supervisors must be enthusiastic, well-focused, and attentive to the job that has a need for success ahead of you.

3. Courage and firmness: A good leader must have the courage to think and act, not afraid of any danger, hardship or pain, whether verbal or physical. A courageous leader's mind allows him to carry out any task. In addition to courage, decisiveness is one of the characteristics that must be realized in a leader. It must be courageous, but with careful rationality.

4. Human relation: A good leader must know how to coordinate ideas and be able to work with people of all ages and educational levels. Leaders with good interpersonal relationships can help with big problems and small problems.

5. Fairness and honesty: Good leaders rely on the principles of fairness, principles and honesty to themselves and others as tools to judge, direct or act with an unbiased mind without bias, no favoritism.

6. Patience: it is a force that drives the work to its destination truly, endures both work and endures the criticism of others against various pressures.

7. Being active (Alertness) refers to the immediacy in performing tasks to keep up with events, alertness, flexibility is a physical manifestation, having the mental power to stop reflecting on various events that occur, know how to use judgment to consider things or events correctly, know self-control.

8. Loyalty: Being a good leader or leader requires loyalty to the group, to the community and to the organization. This loyalty helps the leader to be trusted.

9. Modesty: Being a good leader must not be arrogant, not arrogant, do not put power and do not take pride in things that are illogical. Respect and cooperation always. [32]

Kiti Tayakkanon concluded that a good leader should have the following characteristics: good health, good knowledge, good personality, creativity, enthusiasm, decision-making with good judgment, courage, resolute, never wavering, always alert, has succinctness, patience, concentration, strong-willed, able to force oneself, has a good sense of empathy, selflessness, selflessness, does not abuse privileges, honors, trusts subordinates. There is sobriety, loyalty to the agency, good society, planning and implementation of the plan [33].

Yata Karunakon studied the development of ethical leadership behavior indicators of female administrators in secondary schools in Thailand. There are three characteristics that indicate the ethical leadership of women executives as follows:

1. Honesty means having morality, having vision and accepting others.

2. Responsibility includes roles and duties in the organization, patience and efficiency in the organization.

Fairness: correctness, equality, neutrality and according to the opinions of the school administrators and the deputy director, that the ethical behavior indicators of female secondary school administrators in Thailand both the three aspects are the most appropriate and the most appropriate [34].

It is a component of executive leadership qualities. The researcher can conclude that there are five components of executive leadership qualities:

The first composition is knowledge.

Composition 2 be creative

Composition 3 is diligence and patience.

Composition 4 has sacrifice

Composition 5 has good human relations

From the above main components, a model for measuring the leadership characteristics of executives can be created as follows:

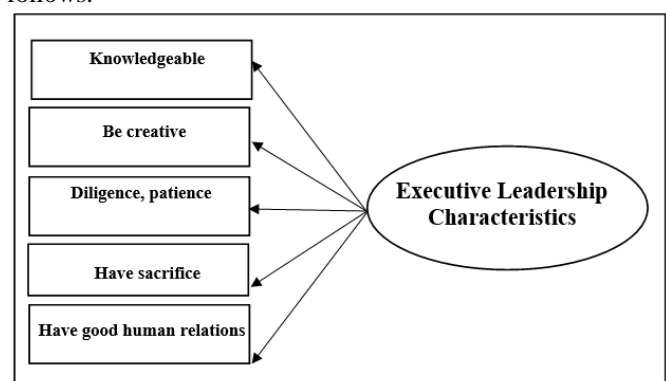


Figure 1 Composition of executive leadership Characteristics

Figure 1 shows the executive leadership attributes model which consists of components 1) having knowledge, 2) being creative, 3) diligence and patience, 4) have sacrifice, and 5) have good human relations.

CONCLUSION

Overview of leadership, characteristics of school administrators, that can be reflected and promoted are honesty and trustworthiness, assertiveness, self-confidence, impudence, gentleness, adaptability, a positive attitude, or optimism, nice and warm both are task related traits, courage, intelligence, openness, commitment, responsibility, listening and understanding of others, indomitable patience, diligence and strength. If the leaders of the educational institutes as a whole have the characteristics they have studied, they will become a source of human development and an important mechanism for the development of human resources and the nation's society as a whole.

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