

Tippaporn Mahasinpaisan 2010: The Causal Relationship among Leadership, Organizational Culture, Knowledge Management and Organizational Performance of Private Higher Education Institutions. Doctor of Education (Educational Administration), Major Field: Educational Administration, Department of Education. Thesis Advisor: Assistant Professor Sudarat Sarnswang, Ph.D. 308 pages.

The purposes of this research were to study 1) level of transformational leadership, organizational culture, knowledge management, and organizational performance of private higher education institutions, 2) influence of the transformational leadership, organizational culture, and knowledge management, on organizational performance of the institutions, and 3) a proposed causal model showing relationship among leadership, organizational culture, knowledge management, and organizational performance of the institutions. A sample of 389 was randomly drawn from instructors of seven private higher education institutions under office of the Higher Education Commission. The research instrument was a questionnaire constructed by the researcher. The data were analyzed through descriptive statistics, correlation coefficient analysis, exploratory factor analysis, confirmatory factor analysis, and structural equation model analysis.

The research results indicated that 1) transformational leadership, organizational culture of the institutions were at the high level, while knowledge management, organizational performance were at the medium level; 2) transformational leadership, organizational culture, knowledge management had direct influence on instructor performance, and transformational leadership, organizational culture have indirect influence on organizational performance through a mediating function of knowledge management; and 3) the causal relationship model agreed with the empirical data. The model validation indicated that the causal model was fit to the empirical data with the goodness of fit statistics: chi-square = 28.68; df = 48; p = 0.99; RMSEA = 0.000; GFI = 1.00; AGFI = 1.00; RMR = 0.015 and LSR = 0.90 by the Unweighted Least Square method. This model could explain 55.00 percent of the organizational performance variance.

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Thesis Advisor's signature