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THE QUALITY MANAGEMENT FORMAT ACROSS SUB-DISTRICT ADMINISTRATIVE ORGANISATION

NIYOM SWANDEJ¹

ABSTRACT

The goal of this research paper was to study the quality management format across sub-district administrative organisation using the structured in-depth questionnaire format as a tool for collecting data from executives and other managers (a total of 125 people). The sample groups were specifically chosen from ten Mueang Samut Songkhram sub-district administrative organisations. Data was analysed using scores from the questionnaires and findings a percentage of full score. The result showed the essential element of a concept idea in the quality management format across the organisation of sub-district administrative organisation. These are as follows. 1) Leadership: 100 percent of executives and managers had a good score in behaviour or a leading role affected the organisation. A leader had to know how to make idealistic and creative decisions with a clear objective. A good leader had to work effectively and be responsible when providing a service and devoted to the public, when the work affects the whole society. 2) Training: 97.6 percent showed that there should be a training at least once a month. 92 percent gained more knowledge and understanding of topics from the training. 93.6 percent showed that the best and suitable training for an organisation was with tools or personal direct training, emphasised in the walk rally model and learning from the real situations. 3) Structure: there should be direct commands that support service workers. The practical organisation should have to provide an individual for the right job with effective communication. 4) Communication: This is crucial to an organisation and the service. This drives the management forward and acts as a tool for future success. 5) Rewarding: the 100 percent result showed that there should be rewards for employees who showed diligence, endurance, and responsibility to their duty. 6) Evaluation process affected 96 percent of the service and organisation development in improving the working potential of the organisation. In conclusion, executives and managers in Mueang Samut Songkhram sub-district administrative organisations commented and proposed on the six main elements of quality management format across sub-district administrative organisation have the highest score in the questionnaire.

Keywords: model of sub-district administrative organisation, organisational qualitative management

INTRODUCTION

In globalisation, in contexts of management in the 21st century, information technology systems have grown rapidly when compared with management in 20th century, so the organisations nowadays have to adjust of change and to be able create the competitive advantage. As a result, the government state and private sector need to find the pattern of modern technology to lead their organisation through management excellence by the organisation could survive and grow in high competitive situation as a result the private and government state had alert to innovate bureaucracy to be advance in technology and new management innovation which were reformed bureaucracy in term of development as management in state to alert and aware in the key reorganisation behaviour and working

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process of bureaucracy to be suitable with context change. The organisation was the Thai government state and encouraged in terms of quality development and service. Office of the Public Sector Development Commission had the follow-up and assessment to deduce the operation process and time in all government state sectors together, to assess the quality award of service by announcement reputation and enhanced moral and power of operator in order to motivate other government state sectors as a result to concentrate on quality improvement of service to be good beside increased the core competency in operation of government state sector in quality and rising creditable of population as well. The important approach of strategic of Thai bureaucracy development (B.E. 2003–2007) specified quality management of service by improving process work to raise the core competency and working reference in this sector to be high level, equivalent to international standard by good governance and the key feature of quality management components. There are three reasons for this: 1) results-oriented; 2) able to apply on the mission of agency; and 3) this was linked and related with criteria to achieve integration so the indicated result of each those parts was communication tool and fundamental to practice consistent approach in the whole government sector, supporting innovation agility and authority diversity in decision additional enhancing core competency of quality in government sector also rising creditable population in seven categories for instance: leadership strategic planning and strategy; focus on customers and stakeholders; analysis measurement and knowledge management; focus on human resources; process management; and operation results. The Office of the Public Sector Development Commission had tool Public Sector Management Quality Award, which was key performance indicator that was the international indicator assessment framework; in addition, it was a self-assessment guideline and norm to follow and managing assessment of government sector to improve organisation and quality management to international standards.

OBJECTIVES/RESEARCH METHODOLOGY

The objective was to study quality management format across sub-district administrative organisation. The research methodology used qualitative research and quantitative research sub-district administrative organisation for ten areas by sampling from managing level and head of functions for 125 people.

Quantitative Research

1. Questionnaires
2. Open-ended questionnaires

Qualitative Research

1. In-depth interviews

Data Analysis

The study in this work used in-depth interviews as the tool to collect data after getting the data from interview, then taking that data to analyse to find the operative principle of sub-district administrative organisation. This included recommendations and found the guideline of creation total quality management for sub-district administrative organisation.

RESULTS

In this study, we performed on Mueang Samut Songkhram sub-district administrative organisation for ten areas by sampling managing level and head of functions for 125 people. The results of the study consists of total quality management model, in summary as follows:

Leadership Conclusions

- Behaviour or context of excellence leadership impacted organisation development so the excellence leadership had to know making decisions, thinking doing, philosophy, clear target had frequency as 125 percentage 100 and leadership referred the corrective principle had frequency 125 percentage 100.
- Leadership should operate about the responsibility for society in case of service and impacted society in term of operation, listening other opinions, ready to improve immediately frequency of 125 percentage 100 and to find how to solve problems, making society understand and know the problem happened frequency of 102 percentage 81.6.
- Management focused on humans and jobs were important frequency of 125 percentage 100 for management in organisation and model of human management and job should be suitable with the ability of each person frequency of 125 percentage 100 and both of human and job had to go together frequency for 111 percentage 88.8.
- Qualities of excellent leadership who was suitable with organisation management should be making decisive decision thinking and doing frequency for 125 percentage 100 by there was clear target, standing point view, enjoin to work frequency for 123 percentage 98.4. There was experience frequency for 119 percentage 95.2.

Training Conclusions

- Organisation received the benefit from training so training should be held once a month frequency 122 percentage 97.6, getting the knowledge and more understand in the subject of training frequency 115 percentage 92 and human relation 86.4.
- The best training which was suitable with organisation should be leaning by tools and personal directly frequency for 117 percentage 93.6 emphasise training patter as walk rally feature frequency 84 percentage 67.2 and leaning from tool real situation simulation frequency 68 percentage 54.4.
- Held training impacted organisation development and activities to be training for officer in organisation to more working effective frequency 125 percentage 100, there was lecture to lecture frequency 125 percentage 100, taking knowledge to develop the job highest benefit frequency 99 percentage 79.2.

Organisation Conclusions

- Organisation had the small featured frequency 97 percentage 77.6, the advantage of hierarchy frequency for 125 percentage 100 and disadvantages was not enough person to operate frequency for 125 percentage 100.
- Organisation chart was suitable because it was easy to control frequency for 112 percentage 89.6.
- Specified organisation chart impacted the convenience for service and reaching of population, if it had complex organisation chart, it leads to service delays frequency for 105 percentage 84.
- Excellent organisation chart and optimal were applied in management organisation could distribute job to be suitable with personal's ability frequency for 125 percentage 100 and there had to flexible and convenience communication system had frequency for 120 percentage 96.
- Organisation chart change impacted operation and chartings as adaptation from sub-district administrative organisation to municipality had frequency for percentage 100 and might depend on the situation had frequency for 96 percentage 76.8.

Communication Conclusions

- Communication was important to organisation and service because operation management in the future had frequency for 125 percentage 100 and communication was tools to be successful had frequency for 125 percentage 100 to impact the objective had frequency for 112 percentage 89.6.
- Factor was barrier of communication caused by the service problem so the organisation should solve problem by finding the root cause had frequency for 81 percentage 84.8 (1) not clear document draft had frequency for 99 percentage 79.2; (2) delay of document had frequency for 81 percentage 64.8.
- Whatever factor was booting and supporting the communication in organisation effective to be the modern technology such as internet had frequency for 117 percentage 77.6.
- Communication system was most suitable for implement in organisation development, it should have had the feature as it could help the operation to be comfortable more had frequency for 113 percentage 90.4, able to get the real benefit had frequency for 99 percentage 79.2 and modern had frequency for 85 percentage 68.

Reward Conclusions

- It should have the regulation and principal to give the reward for officer such as diligence, patience and responsible for duty frequency for 125 percentage 100 and the performance to show the ability had frequency for 102 percentage 81.6.
- The reward was the motivation and award impacted to organisation development and made the official was intent to action their role more had frequency for 125 percentage 100 and the official focused on success behaviour had frequency for 107 percentage 85.6 and officer had sprint to operate there was frequency for 99 percentage 79.2.
- Organisation had giving in suitable reward, it had frequency for 98 percentage 78.4 and it should be the model and guidelines by promotion and increasing suitable salary had frequency for 125 percentage 100.
- Inward and the outward reward, the type of reward impacted the sense of officer for moral to operate and spirit because inward and outward reward was taken both, it had frequency for 63 percentage 50.4, outward reward was the life wealth he frequency for 52 percentage 41.6 and inward was the feeling had frequency for 43 percentage 34.4.

Measurement and Assessment Conclusions

- Assessment impacted on operation of service and organisation development and it had boot working high potential of organisation had frequency for 120 percentage 96, motivation was the officer development their ability had frequency for 97 percentage 77.6.
- Organisation was confident that measurement and assessment system was sensitive to change and current event and measurement system change was sensitive to current situation by service of unit was necessary to competitive with other organisation so there was not the tool to measure and assess had frequency for 79 percentage 63.2 and there was feature that it was not mention the profit so it was not necessary to have the modern tool to measure and assess had frequency for 62 percentage 49.6.
- Excellent measurement and assessment should have officer to assess who had the knowledge and understand the assessment system had frequency for 57 percentage 45.6.
- Results from measurement and assessment the performance could take the benefit to develop the service of organisation so it become learning and development had frequency for 125 percentage 100, it made potential the operation of organisation had frequency for 109 percentage 87.2 and it was the guideline to solve problem from root cause had frequency for 99 percentage 79.2.

- Organisation had taken the information technology system to take in measurement and assessment and impacted organisation management besides modernisation found that it made to know the organisation development guideline in the future had frequency for 125 percentage 100 and it made to know the potential level of service had frequency for 109 percentage 87.2 and it was to show the personnel's ability in service job how many their ability had frequency for 79 percentage 63.2.

Teamwork Conclusions

- Organisation focused on the teamwork found that sub-district administrative organisation was the service job. Team was important to service had frequency for 114 percentage 91.2. And teamwork was the important factor to impact the organisation successful had frequency for 72 percentage 57.6.
- Teamwork development guideline had potential. Excellent teamwork impact organisation development found that there was always specified meeting had frequency for 111 percentage 88.8. Giving time to each other had frequency for 107 percentage 85.7 and there was specified the principle to had frequency for 87 percentage 69.6.
- Organisation successful, the most focused on the teamwork management and organisation had job management model should be applied, found the reason had nobody able to work alone so teamwork should have a role on all function had frequency for 106 percentage 84.8 and service was the main role of sub-district administrative organisation and teamwork was the factor impacted job achievement had frequency for 53 percentage 42.4.
- Teamwork impacted to organisation to be able that successful. Excellent teamwork was suitable must feature teamwork member open relation and honest had frequency for 115 percentage 92 and member of team had understood in target clearly frequency for 100 percentage 80, teamwork had to use time for assessment of team to solve the weakness of working had frequency for 66 percentage 52.8.

CONCLUSION AND DISCUSSION

Total quality management model for sub-district administrative organisation separated consideration for seven sector by interview, which was tool of collected data from managing level and leader of other functions, a total 125 persons by purposive sampling of sub-district administrative organisation in Mueang Samut Songkhram for ten areas found that:

1. Leadership, managing and leader of other functions percentage 100 had the score of behaviour and context of excellent leadership impacted organisation had to know making decisive decision, thinking, doing, philosophy and clear goal at the same time excellent leadership depended leadership principle in leadership who should be responsible for social. In case of the operation impacting social and listening opinion of others and ready to take it improve promptly and to find how to solve problem happened to make in understand and know how the problem happened. Administration should focus on both person and job so administration in organisation, both person and job management model, should assign to each ability and quality of excellent leadership and there was suitable to carry out the job in organisation to be feature as making decision, thinking, doing clear goal and enjoin to work related with Hersey and Banchard (1982) found that leadership was effective who should have self-confident to working in any job and there was knowledge and competency in their job and related with border Tanaporn and Sadudi (2000) said that the result of excellent leadership made good participation of person, working with moral, quality of job, creativity and responsibility together so to create excellent leadership through good participation in activities.

2. Training should have training at least once a month percentage 97.6 received more knowledge and understand in training percentage 92, excellent training process was suitable with organisation found that leaning from tool or personal directly percentage 93.6 and emphasised training pattern was feature walk rally. Training impacted the organisation development in term of seminar, lecture and lecturer made more effective percentage 100 related with the research of (Kelly, 2001) turn to develop job to be highest benefit become more effective and expertise included officer changed the behaviour to operate in organisation demand direction, love and unity in organisation (Chance, 2003) included lecture in academic knowledge, speculation, interested in and wanted to know, up to date, modernised innovation, working technology to be process, there was vision and system impacted training participants had knowledge and quick understand and learning.
3. Organisation chart the advantage of certain hierarchy and disadvantage was there was not enough person to operate percentage 100 means suitable organisation because it was easy to control percentage 89.6. Specified structure impacted the convenience of service and reached population, if organisation chart had complex, it affected delay of service percentage 84, suitable organisation chart was applied administration in organisation had to divide each person's ability percentage 100, there was flexible and convenience communication system percentage 96, changed structure of organisation affected operation such as adjustment from "sub-district administrative organisation" to municipality percentage 100 would impact depended on situation percentage 76.8. This related with research of Macfarlane (1974), which said that fundamental of organisation chart arrangement had to be suitable with some job to assigned by their ability of each person to be suitable and flexible in order to organisation cloud operate successful through. Naranan and Trakulsa (2013) studied administration of sub-district administrative organisation of Thalong Sub-District, Muang District, Phichit Province separated by seven parts such as organisation chart, value of organisation, administration pattern, skill, knowledge, core competency, personal, strategy and operation system of organisation found that management of sub-district administrative organisation not depended on news recognition and management sub-district administrative organisation depended on age, education, salary, position and career significantly.
4. Communication was important to organisation and service, it made the next administration and successful tool percentage 100 impacted to objective percentage 84.8 and cloudy document percentage 79.2 factor was booting or supporting the communication effective found that modern technology such as internet percentage 93.6 and accessory percentage 88.8, suitable communication applied organisation development had to be help more convenience of operation percentage 90.4 and real useful percentage 79.2 related with Satorn (2010), who said that communication to be success or achieve had to understanding. Both had the same recognition and attitude so when implement the communication system should focus on suitable job and useful to create convenience for organisation related with research of Jeerasopon (1992), who said that communication factor was the specified successful and failure of sending as choosing receipt process.
5. Reward should have principle or regulation of giving reward to officer who was spirit, patient, responsible for percentage 81.6 giving reward was motivation and award impacted organisation had development, it become person who invented to action in their activity more percentage 100 and officer concentrated behaviour to be success percentage 85.6. Reward system should be promotion pattern and increased suitable salary together percentage 100, both inward and outward reward impacted the officer feel anxious to operate and morale percentage 50.4 and outward reward was life wealth percentage 41.6, inward reward was best motivation effected officer who had the morale and spirit to develop organisation more effective percentage 10 related with research of Tungsintupsiri

(2007), who said that there was high operation level and production more. Managing level could penetrate deeply to motivated theory to design motivated programme and efficiency for efficiency for officer who must to understand in suitable reward system so whatever inward or outward should be together because both of its were important, reward was the feeling while was wealth so they should keep its together

6. Measurement and assessment impacted operation of service and organisation development of booting potential to work of organisation to be high percentage 96 and to motivate the officers developed by themselves percentage 84.8, assessment was sensitive to current situation changes and measurement system change found that service of function was not necessary to competitive with other organisation so it had not the tool or assessment percentage 63.2 and working feature had not focus the profit so it was not necessary to have the modern measurement and assessment tool percentage 49.6, the best measurement and assessment for the officer who was to development of organisation's service, it become learning and management percentage 100 and made potential of organisation percentage 87.5 taking information technology applied with measurement and assessment impacted the organisation development found that it knew the guide of organisation development next percentage 100 and able to see the potent level in service percentage 87.2 so the result related with theory of Crosby (1986), who said that the system arrangement by quality measurement was clear that it was the operation indicator of total quality management reward guideline to operate organisation so it should had the quality of who should get reward obviously.
7. Teamwork, organisation paid attention with teamwork found that sub-district administrative organisation was service, team was important to service percentage 91.2, teamwork development guideline had potential and impacted the organisation development by specified meeting away percentage 88.8 The organisation achieved, it focused on teamwork management and should take it to apply found that nobody could not work alone so teamwork was the team to context in all function percentage 84.8. Teamwork impacted organisation achievement so the good suitable teamwork found that member of team had open relation and honest percentage 92 and all members of team understood the clear goal percentage 80, this research result related with research of Narinchai Patanapongsa (2003) said that teamwork was the process that officer in organisation could have participation in operation by brainstorm, decision, solve problem and development in processes together. Arwanno and Burikul (2007) said that teamwork, if low level of team participation, the amount of population was high, level team participation, the amount of population reduced, respectively.
8. Conclusion from research result got total quality management model in sub-district administrative organisation could take drawing diagram, as below.

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