

STRATEGIC MANAGEMENT THROUGH IMPLEMENTATION OF PUBLIC ORGANIZATIONS OF PHITSANULOK PROVINCE

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ABSTRACT

The research objectives are as follows as to study strategic management through implementation and to recognize problems and obstacles of implementation as well as be the guidance of strategic management through implementation of public organizations in Phitsanulok province. As research results, the context of all 12 organizations is to have determinant of vision, mission, philosophy, and goals before strategic management through implementation. As the section of provision of 12 organizations' strategic management has been in meetings, analysis along with synthesis under the whole information in order to direct of the organizations into the same track. The preparation has consisted of 4 items which budget, as annual budget, has been utilized effectively. Resources will be surveyed and arranged based on scope of strategic management for using in each department. In a phrase of management, many organizations have been applied information system for well administration. Another side of preparation of staffs' understanding and knowledge is to assign each organization policy through department works as well as participating knowledge exchange between administrative staff and followers. For procedures, vision and mission are the main factors of organizations 'performance and for SWOT analysis, objectifying organizations' accurate direction. In a term of evaluation, criteria are local people's evaluation of organizations; performance, internal evaluation of a chief of department to followers regarding to work outputs and achievement. In addition, a side of educational institution has been assessed itself by documents under CIPP model while bank has been rechecked itself by customers' total deposit and fast services. Organizations are significantly adapted themselves into rapidly change of surrounding all time. In a plan of human resource reform and evaluation part, evaluating results through strategic management, all managers and staff concluded that after strategic management all the way through implementation has been conducted organizations to their targets and having well patterns of services and works. However, every organization has still improved itself to be more effective in the future.

Keywords: 1) Strategic Management through Implementation 2) Public Organizations

1. Introduction

According to the changes of the economy, society and politic happened in many countries around the world have continuously led to the revolution in various dimensions until the present. This is because of globalization and its technological advancement. As a result, there is a development of a capitalist economic system and a connection of a

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global economic system which lead to a transformation from an industrial society to service and information society. So that, empowering countries' competitiveness should be one of priority strategy. With the above reason, there is a movement which driving force in transforming the role of public sector as a primary organization in direction and management in order to strengthen the country's competitive capacities. (Sripadung, C. and Sompadung, S., 2009; Sirisumpun, T., 2006)

As for the reason above, the concept influencing public management reform or new vision for government management affairs have been raised. It is known as concept of New Public Management; NPM which adopting modern management techniques to drive public administrative system, which is a concept that can be applied both in public administration and business management. This concept is also about transferring business management technique from private sector which focus on objective and result of organization's operation as well as quality development and service recipient's satisfaction by applying modern management technique to government or public organization.

Strategic Plan (Sirisumpun, T., 2006) refers to the operational guidelines in terms of the vision, mission, values, policies, goals or plans of the organization or business, both in the short term to long term, to regulate and control the use of limited resources to achieve maximum competitiveness. The competitive advantages and appropriate correlated with the environmental condition of the organization can satisfy the stakeholders groups and can also achieve organization's vision and mission as well as sustainable profitability in the long term. (Yomjinda, T., 2009)

In modifying Thai bureaucracy system began to appear formally when it was announced the Administration Act in October B. E. 2545. There was restructuring of government ministries from 14 Ministries and 1 Bureau to 20 ministries. Also, the Public Sector Development Commission (PDC) and Office of the Public Sector Development Commission (OPDC) have been founded to take responsibilities for driving government reform. The bureaucratic reform in this era, so-called "The development of bureaucracy" by implementing essential tools which are strategic plan for Thai public sector development, Royal decree on Criteria and Directions for Good Governance, B. E. 2546, Leadership Development Project for Change Management which is an action learning program to develop a provincial governor and the executive of the Ministry as the pilot in the change management according to the principles and guidelines in the development of Thai bureaucracy. (Na Ayutthaya, P. M., n.d.) It can be considered that this bureaucratic management is adopting principle and tool for organizational development and consequently lead to a learning organization.

Accordingly, developing of Thai bureaucracy is to applied modern management tool to a number of public administration system. To this extent, strategic management is one of essential tools for public administration, guided in Royal Decree on Criteria and Directions for Good Governance, B. E. 2546. It is considered as a tool for executives that allow them to review the situation both inside and outside their organization to set up the vision, mission, and strategy of the organization in accordance with the situation. It will focus on public organizations to provide the review of their mission whether it is necessary to continue or not. Also, the public organization should take the central government administration plan into consideration when making their plan for both four-year plan and annual plan which is supposed to be consistent with the central government administration plan (Na Ayutthaya, P. M., n.d.).

As described above, the researchers have realized the importance of applying strategic management through implementation of public sectors in Phitsanulok province which has distinguish geographical characteristic as a center of transportation hub of the Indochina where is a connection point between the central and the northern region as well

as the north and northeast. With that reason above, Phitsanulok is known as service City of Indo - China Intersection (Wikipedia, 2012) where transportation routes connect to several directions with the outer ring road of Phitsanulok province. Therefore, the researches have considered the potential of public administration development in Phitsanulok by exploring how strategic management can be implemented to meet changes in the future and how public organization can be applied concept and tools to support changes circumstance.

2. Research Objectives

1. To study strategic management through the implementation of public organizations in Phitsanulok province.
2. To recognize problems and obstacles of implementation of public organizations in Phitsanulok province.
3. To present the guidance of strategic management through implementation of public organizations in Phitsanulok province

3. Research Methodology

Key Informants: This study is qualitative research which collects the data from 8 organization selected by purposive sampling with 2 criteria including 1) it is an organization of the government, state enterprises or independent organization 2) it is an award-winning organization in management which recognized from both domestic and foreign. Accordingly, the researchers have divided the target group for data collection into 12 different departments as follow.

Target Group divided by different ministry	Key Informants	Number (Person)
1. The Ministry of Interior		
1.1 Phitsanulok Municipality	-Planning Unit	1
1.2 Aranyik Town Municipality (Formerly: Aranyik Subdistrict Administrative Organization)	- Chief Executive of Aranyik Subdistrict Administrative Organization	1
2. The Ministry of Education		
2.1 Faculty of Education Naresuan University	- Dean of Faculty of Education	1
2.2 Chalermkwansatree School	- Director of Chalermkwansatree School	1
3. The Ministry of Finance		
3.1 Phitsanulok Provincial Cooperative Office	-Director of Phitsanulok Provincial Cooperative Office	1
3.2 Government Savings Bank, Phitsanulok branch	- Assistant Credit Manager	1
4. Ministry of Agriculture and Cooperatives		
4.1 Bank for Agriculture and Agricultural Cooperatives, Phitsanulok branch	-Director of Bank for Agriculture and Agricultural Cooperatives, Phitsanulok branch	1

Target Group divided by different ministry	Key Informants	Number (Person)
5. Ministry of Justice 5.1 The Office of the Phitsanulok Administrative Courts	-Director of The Office of the Phitsanulok Administrative Courts	1
6. Ministry of Transport 6.1 Phitsanulok Provincial Land Transport Office	-Director of Phitsanulok Provincial Land Transport Office	1
7. State Enterprise 7.1 TMB Bank Public Company Limited, Phitsanulok Branch 7.2 Phitsanulok Post Office	-Manager of TMB Bank Public Company Limited (Customer service) Phitsanulok Branch - Director of Phitsanulok Post Office	1 1
8. Independent Organization 8.1 Office of Phitsanulok Province Election Commission	-Director of Phitsanulok Province Election Commission	1
Total 12 organizations from 8 ministries	-	12

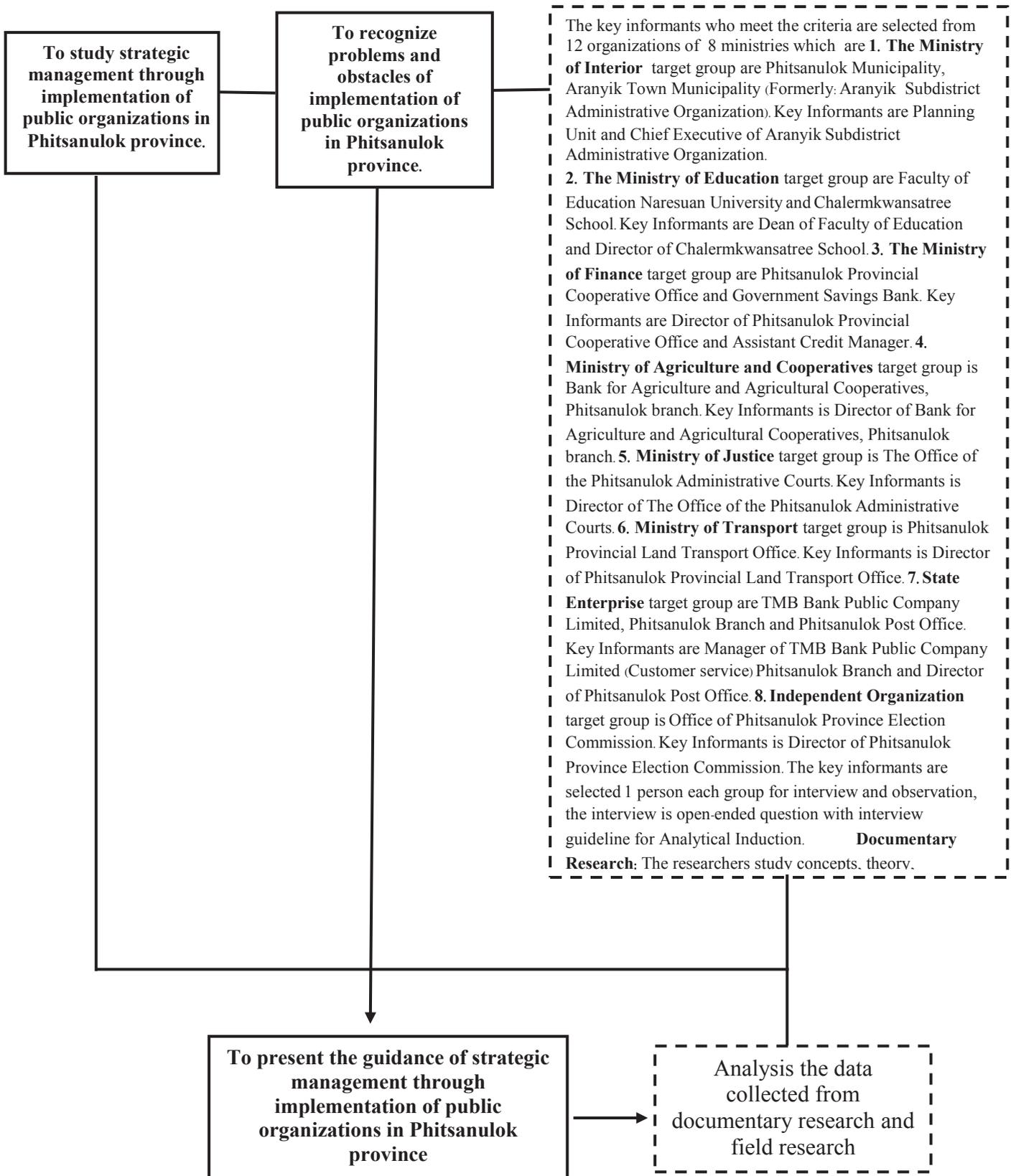
Data Collection Method: The researcher collected data by using documentary research, interview including informal Interview and in-depth interview and non-participant observation.

The data collection: According to the collected data of strategic management through implementation of public organizations above, it is to apply strategic management through implementation and to recognize problems and obstacles of implementation in order to provide the guidance of strategic management through implementation of public organizations in Phitsanulok province which employ documentary research and interview including informal interview and in-depth interview and non-participant observation to acquire the data from 12 key informants from 12 organizations. In addition, the data validation can be checked by the consistency data obtained from documentary research, interview and observation.

Data validation: After the data collection have been done, the researchers employ triangulation techniques which are data triangulation and methodological triangulation, to validate the collected data.

Data Analysis: The data analysis in this study have been applied with analytical induction and content analysis.

4. Data Collection Framework



5. Result and Discussion

Organizational Context

The study found that all of the 12 public organizations have clearly determined their vision, mission, philosophy, and goals within the framework of the Organization's role before applying the strategic management to implementation of public organizations and for explicit understand vision, mission of each organization, it can be concluded as follow.

Phitsanulok Municipality focuses on developing livable city, serving effective service and emphasizing on transparency as it is local organization who is mainly active in improving Phitsanulok's city area. Aranyik Town Municipality (Formerly: Aranyik Subdistrict Administrative Organization) focuses on transparent management to build good relations with the public and also emphasis on its infrastructure for the public for better lives, according to the framework of the law. These 2 organizations are related with new public management concepts in terms of providing high-quality services towards citizens, using a cost-effective resource and responsive to the problems and needs of the public, as local organizations which developing continuously (Public Sector Development Commission, 2001). Faculty of Education, Naresuan University focuses on producing quality teachers to serve society. Chalermkwansatree School focuses on education reform and development. Phitsanulok Provincial Cooperative Office aims to develop, promote and protect cooperative and farmers group. Bank for Agriculture and Agricultural Cooperatives, Phitsanulok branch is a cooperative bank focus on sustainable development in a rural area to enhance the quality of life of farmer. The Office of the Phitsanulok Administrative Courts provides judiciary power to maintain equity and aim for balancing in protecting the rights and freedoms of citizens while maintaining the public operation for overall benefit of the public. Phitsanulok Provincial Land Transport Office commits developing road transportation for people's quality of life. Thus, these appear as the new concept of public management by bringing quality service to the public (Public Sector Development Commission, 2001). Office of Phitsanulok Province Election Commission emphasizes on a quick and efficient operation which promptly to be monitored and provide an election for a standard referendum. Phitsanulok Post Office aims to become leader in Thailand who close to Thai people with most reliable. TMB Bank Public Company Limited, Phitsanulok Branch is Thai leading bank with global standard. Government Saving Bank, Phitsanulok branch is a stable financial institution for savings and economic development.

It can be clearly seen that all of 12 organizations focus on improvements themselves to increase efficiency in the operating system and to deliver quality service for the citizens. Also, the 12 organizations have explicit organizational structures with an organized chain of command in order to increase a good performance for offering quality, effective and efficient service to the citizens. There is correlation with the concept of strategic management in which determining the direction of the organization as an indication to confirm that the organization is heading in obvious direction to develop themselves and to meet the needs of the public. (Wattanasin, P. and Decharin, P., 2002)

The Preparation Process

According to the study, it can be summarized that 12 organizations' strategic management through implementation has been prepared in meetings, analysis along with synthesis under the whole information considering the related effects in both positive and negative ways for directing of the organizations into the same track effectively. The preparation consists of 4 items.

First, the budget is funded and allocated by the government which varied by different roles of each organization. The organization has also made an annual budget plan to be

utilized effectively. However, there are 3 organizations including Office of Phitsanulok Province Election Commission, Phitsanulok Post Office and Government Savings Bank, Phitsanulok branch who plan ahead for about 1 to 2 years for purpose in planning and decision making including other project management. The other two organizations, Phitsanulok Municipality and Aranyik Town Municipality (Formerly: Aranyik Subdistrict Administrative Organization) have been allocated a budget from taxes, as well as the general and specific budget from the organization in department level.

Second, in terms of personnel, human resource has been managed by organizational structure when recruiting new person by the organization or by the headquarter. It is also related to staff development through training, both inside and outside, to enhance the staff's performance level.

Third, resources will be surveyed and arranged based on scope of strategic management for using in each department. The last one is management in which the 12 public organizations apply a top-down chain of command. The information system also plays important role in supporting the administration in specifically for fast, convenient and accurate data. There are also analyzing, action planning, monitoring and evaluating to achieve the target goal.

The preparation process is consistent with the new concept of public management reforms using the action plan to adjust the mission, administrative procedures and budgeting as well as personnel management (Public Sector Development Commission, 2001; Sirisumpun, T., 2006; Thomson and Strickland, 1983).

Techniques for motivating the personnel in the organization, a key is a compensation in form of salary based on working performance assessment according to the criteria and other awarded depending on an individual's ability. Board of Directors has taken the final decision by approving for salary raising or outstanding employees awarding. There is also a party for building a relationship among the staff within the organization and other related welfare.

Before applying the strategic management through implementation, organizations will need to have a clear understanding and clarify knowledge which can succeed by a meeting which using for assigning the working policy, illustrating job description and explaining the mission and duties of each department. It is a chance for participating knowledge exchange between administrative staff and followers to get a better understanding and to perform in the same direction. Accordingly, the administrative staff has acknowledged the problems and find solutions together. The study found that most of the organizations held the meeting once a month including the meeting in a specified department as well as training to strengthen the capacity of the staff in the unit. For teamwork building, it can be adopted by talking to review feedback and problems to improve and find solutions. Moreover, it is to establish a good relationship in the teamwork which is consistent with the concept of engagement in an organization (Puangngam, K., 2010) and corresponds to the concept of public policy development in organization (Anumanrajadhon, M., 2008).

Procedures

In applying strategic management through implementation of all 12 public organization, it can be seen that vision and mission are the main factors of organizations' performance in short- term plan, medium-term plan and long-term plan as well as for SWOT analysis, to identify strengths, weaknesses, opportunities, and threats which is related to the concept of strategic management in organizational direction (Wattanasin and Decharin, 2002) and strategic analysis (Naveekan, 1995; Poster, 1987).

In a term of evaluation, criteria are local people's evaluation of organizations; performance, internal evaluation of a chief of department to followers regarding work

outputs and achievement. In addition, a side of an educational institution has been assessed itself by documents under CIPP model while banks have been rechecked itself by customers' total deposit and fast services. Organizations are significantly adapted themselves into rapidly change of surrounding all time in terms of internal factors e.g. public services, competition in the organization, and external factors e.g. economy, politics and policy by a variety of methods including to create understanding in the details of the work to reduce the mistakes, to bring information technology to increase the effectiveness of the strategy implemented, to improve during the operation, to compare the results with the target. However, if the organizations are unable to reach its goals, they may continuously improve their weaknesses. The most important is to develop staff's capacities to increase efficiency in operations, which is consistent with new public sector management concepts in public management system reform plans. (Public Sector Development Commission,2001; Sirisumpun, T., 2006).

Evaluation

The result can be discussed as follow. Applying management strategies through implementation according to executive and administrative staff' point of view, can be concluded that management strategies through implementation succeed the target goal and objectives assessing by overall indicators which include development of the organization in the various aspect according to the mission, which reflects better operation and effective service (Lee,2011). However, an improvement is essential to provide more productive work to meet the transition to the modern management of public organizations. Some organizations, for example, Chalermkwansatree School still need to develop strategic management through implementation. This is because of a lack of staff understanding and adaptation of strategic management plan through implementation. While, the factors affecting the success of strategic management through implementation is engagement from both internal organization and stakeholders especially the people in nearby area which corresponds to the concept of participation from both the public and the organization itself (Puang-ngam, K., 2010) as well as from the potential staff both leaders and employees with their cooperation and acceptance of other opinion. In addition, to enhance the implementation of the organization, an explicit plan is needed for driving the staff efficiently, using resources to maximum benefits, and providing the staff additional training to enhance their knowledge in order to develop their organization continuously and efficiency.

7. Recommendations

1. There should be a policy in terms of measures or regulation concerning the implementation of strategic management, in form of standard guidance for working.
2. It should introduce the policy for public relations and training to establish understanding and knowledge of workers in strategic management through implementation. So that the worker will clearly understand in the same direction as the executive's policy.
3. It should have a policy encouraging workers to give their opinions and suggestions of new management concepts to apply in the organizational development.

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