

3736669 PPH/D : MAJOR : PUBLIC HEALTH ADMINISTRATION ; Dr.P.H.
(PUBLIC HEALTH ADMINISTRATION)

KEY WORDS : REENGINEERING / FOOD AND DRUG ADMINISTRATION
SYSTEMS / HIGH PERFORMANCE TEAM / EFFECTIVENESS

YUPIN LAWANPRASERT : THE EFFECTIVENESS OF REENGINEERING MODEL ON FOOD AND DRUG ADMINISTRATION SYSTEMS IN THAI FDA. THESIS ADVISORS : SWING SUWAN, Dr.P.H., PAKDEE POTHISIRI, Ph.D., Dr.P.H., Ph.D. (Hon.), THAVATCHAI VORAPONGSATHORN, Ph.D., NIRAT IMAMEE, Ph.D. 287 P. ISBN 974-662-210-2

This research evaluated the effectiveness of the reengineering model on Food and Drug Administration Systems used in the pilot study of the Thai FDA which was part of government reform policy and which incorporated reengineering concepts to improve organizational effectiveness and performance. The study employed a quasi-experimental design. The 279 subjects were purposively sampled from government officers in the Thai FDA and 197 subjects from employees of food, pharmaceutical and other consumer-health product companies. They were separated into 2 study groups and a control group. The reengineering model which was developed used the theoretical approach of the rapid reengineering methodology in the business process reengineering framework originated by Manganelli and Klein (1994). The model consisted of two main interventions, that is, a process reengineering methodology and training for empowerment or high performance team. Data collections were performed at three consequent times: prior to model implementation, and at six and nine months after model implementation by questionnaire. The data were characterized through descriptive statistics and analyzed by paired t-test, analysis of variance, correlation and multiple regression analysis.

The empirical findings of this study show that the model using a specific training course (high performance team and interaction management) could increase the government officers' knowledge about high performance team and had a significant direct effect on the improvement of the atmosphere in the workplace, working processes (especially improvement in variables of teamwork, work simplification, systematic workflow, management technique, specialist orientation and service orientation), due date performance, job satisfaction, customer satisfaction, individual and group working performance. Characteristics of the organizational culture in the Thai FDA were consistent with the following viewpoints: considerable low conformity and leadership, high personal responsibility, good public recognition and incentive motivation. Warmth and support characteristics were found to range from fair to good. The study also found that Food and Drug Administration Systems were quite orderly, open and transparent. Similarly, the policies and goals of the Food and Drug Administration units were quite clearly defined. This study also supported the philosophy of Manganelli and Klein's reengineering framework, which emphasizes that successful organization change has to be carried out both through technical (process change) and social (human-resource empowerment) changes.