

ตัวแบบกิจกรรมการพัฒนางองค์กรของร้านขายยาในเมืองพัทยา

Organization development activities model of drug stores in Pattaya City

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บทคัดย่อ

การศึกษานี้มีวัตถุประสงค์เพื่อ (1) ศึกษาความคิดเห็นเกี่ยวกับกิจกรรมการพัฒนางองค์กรของร้านขายยาในเมืองพัทยา และ (2) เสนอตัวแบบกิจกรรมการพัฒนางองค์กรของร้านขายยาในเมืองพัทยา การวิจัยนี้เป็นส่วนหนึ่งของการวิจัยแบบผสมผสาน ซึ่งในการวิจัยนี้เป็นการศึกษาในระยะเวลาที่ 2 โดยนำตัวแปรมาจากผลการวิจัยเชิงคุณภาพในระยะเวลาที่ 1 โดยเก็บข้อมูลจากพนักงานร้านขายยาในเมืองพัทยาจำนวน 300 คน และเก็บข้อมูลโดยการสัมภาษณ์กลุ่ม ผู้ให้ข้อมูลจำนวน 7 คน ซึ่งเป็นเจ้าของร้านขายยามากกว่า 10 ปี ผลการวิจัย พบว่า ระดับความคิดเห็นต่อกิจกรรมพัฒนางองค์กรร้านขายยา ภาพรวมอยู่ในระดับมาก ค่าเฉลี่ยรวม 3.97 เมื่อพิจารณาเป็นรายด้าน พบว่า ลำดับที่ 1 คือ การดำเนินการตามกลยุทธ์กิจกรรมพัฒนางองค์กร ค่าเฉลี่ยอยู่ในระดับมาก ($\mu = 4.09$) ลำดับที่สอง คือ การประเมินกิจกรรมการพัฒนางองค์กร ค่าเฉลี่ยอยู่ในระดับมาก ($\mu = 4.06$) ลำดับที่สาม คือ การวิเคราะห์ห้ององค์กรภายนอก มีค่าเฉลี่ยอยู่ในระดับมาก ($\mu = 3.65$) และลำดับที่ 4 กลยุทธ์กิจกรรมพัฒนางองค์กร มีค่าเฉลี่ยอยู่ในระดับมาก ($\mu = 3.57$)

และลำดับที่ 5 คือ การวิเคราะห์ภายในองค์กร ค่าเฉลี่ยอยู่ในระดับปานกลาง ($\mu = 3.00$) และผลการวิจัยจากการสนทนากลุ่ม ผู้วิจัยได้นำเสนอตัวแบบกิจกรรมการพัฒนางองค์กร ประกอบด้วย 1) การวิเคราะห์ภายในองค์กร 2) การวิเคราะห์ภายนอกองค์กร 3) กลยุทธ์กิจกรรมการพัฒนางองค์กร 4) การดำเนินการตามกลยุทธ์กิจกรรมการพัฒนางองค์กร 5) การประเมินกิจกรรมการพัฒนางองค์กร

คำสำคัญ: การพัฒนางองค์กร, กิจกรรมการพัฒนางองค์กร, ร้านขายยา

Abstract

The objectives of this study were: (1) To study the opinion about the organization development activity of the drug stores in Pattaya City; and (2) To propose the model of the organization development activity of the drug stores in Pattaya City. The research design followed by mixed-methods research approach. This research was the second phase in which the researcher uses the result from the qualitative research in the first phase. Data collection with 300 employees of the drug store in Pattaya and collecting data by interview with 7 participants as the owners who have had drug store business for more than 10 years. It was found that the level of opinions of organizational development activities in drug stores in an overall was at a high level with a total mean of 3.97 when considering each aspect, the first order was the

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implementation of the organizational development activity strategy. The average was at a high level ($\mu = 4.09$). The second was organizational development activity evaluation. The average was at a high level ($\mu = 4.06$). The third was the external organization analysis. The average was at a high level ($\mu = 3.65$) and the fourth was the organization development activity strategy. The average was at a high level ($\mu = 3.57$), and the fifth was the analysis of the internal organization analysis. The mean is moderate ($\mu = 3.00$). Also the focus group presents the organization development activity model including: 1) Internal organization analysis, 2) External organization analysis, 3) Organization development activity strategy, 4) Implementing organization development activity intervention, and 5) Organizational development activity evaluation.

Keywords: Organization development, Organization development activity, Drug store business

Background and significance of the problem

Organization development (OD) is a tool used to manage and develop an organization so that the organization could adapt and solve problems in time to change and be ready to strengthen the organization in a more systematic and concrete way. It should develop and must apply OD by applying social and human understanding and principles to bring about change in the desired direction. The expansion and change of the external environment such as economy, society, culture, politics, technology, and globalization, as well as operating environments such as customers, and competitors have influenced the existence of the organization. Therefore, every business entrepreneur should have a strategy that can handle the change (Marshak and Bushe, 2018).

A drug store which is the pharmaceutical business generates more income for the country. Was shown in 2018 that the number of modern drug stores requesting a license to operate the business at the office of the Food and Drug Administration (FDA) including 15,359 drug stores, an increase of 27% compared to 2017 which has a total of about 12,123 pharmacies. The total number of modern drug stores is expected to be large operating drug stores or chain stores, approximately 10% of the total number of modern drug stores. And the remaining 90 percents are still single-drug stores (stand-alone), most of which are drug stores of SME entrepreneurs who graduated in pharmacology and open their own businesses. Since most owners in the industry are pharmacists, organizational development in this area is the development of drug knowledge to be reliable (Kasikorn Research Center, 2019).

However, most of the drug stores lack organization development activity which leads to unsystematic operation of the business. In terms of the survival of traditional drug stores, it must be adapted by paying more attention to organizational development activity which is an important issue that will lead the drug store business to survive. From the above information, the researcher is interested in studying the organization development activity of drug stores in Pattaya City in order to be able to develop a model for the organization development activity of drug stores in Pattaya City.

Research questions

1. What is the opinion about the organization development activity of the drug stores in Pattaya City?
2. What does organization development activity look like?

Research Objectives

1. To study the opinion about the organization development activity of the drug stores in Pattaya City.
2. To propose the model of the organization development activity of the drug stores in Pattaya City.

Research Methodology

This study attention to the organizational development activity of drug stores in Pattaya City by collecting data from 300 employees of drug stores in Pattaya City and the focus group, collecting data with 7 participants as owners who have had business with drug stores for more than 10 years.

This research is quantitative research. The research instrument used to collect data was a questionnaire. The instrument was divided into 3 parts including; Part one: Demographic data, Part two: Organization development activities of the drug store, and Part three: Additional comments, plus the factors that are expected to be present in organization development. Also used the focus group to confirm the research results of the quantitative research part.

Data Collection

The study was conducted by using a questionnaire as a tool with a population of 300 employees from drug stores in Pattaya City and conducting a focus group discussion using an interview form collecting data with 7 participants as owners who have had the business in drug stores for more than 10 years.

Data analysis

These activities include:

1. Internal Organization Analysis, which covers areas such as organisational strategy, organizational structure, organization style, organization system, human resource, human resource skills, and core values.
2. External Organization Analysis, which covers areas such as the economy, society,

government policy, technology, and consumer behaviour.

3. Organization Development Activity Strategy, which covers areas such as organization structure, work process, operation system, human resource development, and organization development policy and goals.

4. Implementing Organization Development Activity Intervention, which covers areas such as good leadership, effective human resource management, participation of all organization members, effective communication, work motivation, and fair performance evaluation.

5. Organizational Development Activity Evaluation, which covers areas such as data collection from all involved parties, setting criteria for organization development, providing feedback to supervisors, colleagues, and subordinates, and performance evaluation.

Research Results

1. The results of the analysis of the personal information of all 300 respondents, which can be classified by gender, age, marital status, education level, work experience, position, income, and expense found that the majority of drug store employees are females 86.70%, aged between 36-40 years 28.70%, married 50%, Bachelor degree 71%, work experience in a period of 4 years or more 45.30%, shopkeeper 31%, income more than 29,000 bath 67%, expenses of more than 29,000 Baht 50.70%.

2. Results of the organizational development activities of the drug stores in Pattaya City are as follows:

Table 1 Results of the Organizational Development Activities of the Drug Stores in Pattaya City

Organizational development activities	μ	S.D.	Level
Internal organization analysis	3.00	1.08	Moderat
External organization analysis	3.65	0.90	High
Organization development activity strategy	3.57	0.98	High
Implementing organization development activity intervention	4.09	0.87	High
Organization development activity evaluation	4.00	0.90	High
Total	3.97	0.77	High

From Table 1, it was found that the level of opinions on organizational development activities in drug stores. Overall, it was at a high level with a total mean of 3.97. Considering each aspect, the first order was the implementation of the organizational development activity intervention. The average was at a high level ($\mu=4.09$). The second was organizational development activity evaluation. The average was at a high level ($\mu=4.06$). The third was the external organization analysis. The average was at a high level ($\mu=3.65$). The fourth was the organization development activity strategy. The average was at a high level ($\mu=3.57$) and the fifth was the analysis of the internal organization analysis. The mean is moderate ($\mu=3.00$).

3. The details of the study results appear with a total of 5 organization development activities as follows



Figure 1 Organization development activities model

Discussion

In response to the research question one “What is the opinion about the organization development activity of the drug stores in Pattaya City?”

It was found that the level of opinions of organizational development activities in pharmacies. Overall, it was at a high level, when considering each aspect, the first order is the implementation of the organizational development strategy (high level). The second was the assessment of organizational development (high level). The third was the analysis of the external problems of the organization (high level). The fourth was the organization's development strategy (high level). And the fifth was the analysis of the internal problems of the organization (moderate level). It was consistent with Suwannurak, Chaiyanit, and Samart (2020) supported that in organization development, the overall result of each aspect is at a high level which includes strategy, structure, management, human resource, the analysis of the internal and external organization, and evaluation. Moreover, Tongnak, Cain, and Tavachalee (2016) found that for the process of organization development activity, the most important step is to find out the solution to solve the problem at the highest level, implementation with high level, planning, and analysis with high level, data collection with high level, and follow up and evaluation with high level.

For the hypothesis testing, drug store employees in Pattaya City with demographic data classified by gender, age, marital status, education level work experience position, duties, income, and expenditure found that 1) Different genders, no different organizational development activities, 2) Different age, different organization development activities, 3) Different marital status, no different organizational development activities, 4) Different education level, no different

organizational development activities, 5) Different work experience, no different organizational development activities, 6) Different job position, different organizational development activities, 7) Different income, no different organizational development activities, and 8) Different expense, no different organizational development activities. It was summarized that for different ages and job positions, organizations should provide different organization development activities. Because it requires different activities to fulfill their need in the organization's development activities. However, to ensure the effectiveness of the organization's development activity, the organization should ensure all factors that affect the activities.

In response to research question two "How are organization development activity look like?"

For the focus group results, it was found that all participants agree with all the organization development activities model including 1) Internal Organization Analysis, 2) External Organization Analysis, 3) Organization Development Strategy, 4) Implementing Organization Development Intervention, and 5) Organizational Development Evaluation. This study result was supported by Tongnak, Cain, and Tavachalee (2016) proposed the process of organizational development activity including the process of planning to establish the system, the organization development activity strategy, implement the organization development activity by using the information technology to support the organization development activity, and monitoring and evaluating the organization development activity to assess the success of organization development activity. As Swanson and Holton (2001) suggested the step of the organization development process as 1) Analyze/contract, 2) Diagnose/feedback, 3) Plan/develop, 4) Implement, and 5) Evaluate/institutionalize.

As well as, Anderson (2012) proposed the organization development process including 1) Entry and contracting, 2) Data gathering – to analyze the problems, and 3) Diagnosis and feedback – assessment, analysis, and interpretation. Moreover, Wongnaree (1976) suggested the organization development process and focus on problem analysis including 6 steps, 1) Problem awareness, 2) Data gathering, 3) Diagnosis, 4) Planning, 5) Intervention, and 6) Evaluation. Furthermore, Davis and Newstorm (1984) highlighted the organization development process with 7 steps, 1) Diagnosis, 2) Data gathering, 3) Data verifying, 4) Planning, 5) Team building, 6) Group relationship, and 7) Evaluation of group relationship. Cummings and Worley (2009) stated that the organization development process should include 1) Entering and contracting, 2) Diagnosis organizations, 3) Diagnosis groups and jobs, 4) Collecting and analyzing diagnosis information, 5) Feedback on diagnosis information, 6) Leading and managing change, and 7) Evaluating and institutionalizing organization development interventions. Finally, Jamjamras (2006) summarized the organization process with 1) Organization development needs, 2) Accept and needs, 3) Data gathering and problem diagnosis, 4) Planned change, 5) Implementation and intervention, and 6) Evaluation. However, we found that some steps were different, maybe because it was in a different context. The drug stores had their own specific which other businesses cannot compare.

Recommendations

The researcher recommended that when the drug store develops its organization development activity, it should ensure that it was followed by: 1) Internal Organization Analysis, 2) External Organization Analysis, 3) Organization Development Activity Strategy, 4) Implementing Organization Development Activity Intervention, and 5) Organizational Development Activity Evaluation. Moreover, it should use this model as the

guideline and checklist to develop the organization development activity in the drug store. However, this research was conducted in the drug store business only, the limitation was that it could not be generalized to another industry.

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