

Factors Affecting the Achievement of Rotary Club Management in Thailand from the Executive's Perspective

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Abstract

The objectives of the study on the factors affecting the Achievement of Rotary Club Management in Thailand from the Executive's Perspective are to study the Rotary Club Management in Thailand and to study the internal factors affecting the Achievement of Rotary Club Management in Thailand from the executives of members of Rotary Club in Thailand in 4 regions for 257 clubs from 334 clubs calculated as 76.9%. The questionnaires are used as the tools in researching and analyzing with the statistical methods using the descriptive statistics which are frequency, percentage, mean, and standard deviation. The hypothesis is tested by using the inferential statistics which are Pearson's correlation coefficient and multiple regression analysis with the statistical significance at level.05. The research results reveal that the executives of most studied Rotary Clubs in Thailand have the opinions on the internal factors used by the organization in the management of Rotary Clubs in Thailand are overall in the medium level ($\bar{x}=3.39$). They have the opinions on the Achievement of Rotary Club Management in Thailand overall in the medium level ($\bar{x}=3.71$). From analyzing the internal factor elements in the organization by using the multiple regression analysis, it is found that the elements of internal factors positively affecting the Achievement of Rotary Club Management in Thailand with the statistical significance at level.05 who are personnel, strategies of the organization, values, and culture of the organizations.

Keywords: Achievement, Management, Rotary Club in Thailand

Background and significance of problem

Success in the organizations is to achieve the objectives or goals set by the organization in supplementary with having the funds, the number of members, the support, and the assistance from the individuals and organizations more including the ability to maintain the organization sustainably (Prasertlam, 2013: 7), with the hierarchical pattern organization and administration under the corporate structure defined in accordance with the resolution of the Federation of Organizations with the work processes yielding the continual driving and performance to be manifested following the objectives clearly defined by the organization (Eiamsindhorn, 2013: 3). The main objective of the Management of Public Benefit Organizations is the dedication to work for public benefits rather than individual benefits. It is not self-esteem and the goal must be achieved without expecting profits unlike general organizations clearly.

The success of organizations always depends on efficient and effective management. Determining the plan for the implementation is very important for the achievement of the organizations. Although the plan is the prediction of future, it is only to define the approaches for the operation. It is not the guideline that everyone follows this must then be successful. It still requires other elements or factors that must be incorporated into and contribute to the implementation of the plan. Applying 7s McKinsey as the conceptual framework for implementing the plan into action is one strategy (Gayanon, 2002: 4). It can be used for

measuring the operation plan whether there are some advantages, disadvantages or weaknesses that need to be resolved or not. The factor affecting the successful corporate governance is organizational efficiency. The research results reveal that "the model of the organization does not affect much on the success of the organization". Compared to organizations, it is the organizational formation or structure that has less success than the performance or management strategies.

Rotary Club is the organization for benefits which is the most ancient in the world playing the important role in relieving the sufferance of the inferior and people in need. At present, there are around 334 Rotary Clubs nationwide with the total of 8,547 persons (International Rotary, 2016: 5-7). The management of Rotary Clubs has the clear objectives and use the principles of practice similarly worldwide to support and promote the ideology of benefiting to perform 4 activities with the main values as follows:

1. Create familiarity among members for mutual benefits.
2. Promote business ethics and professional standards.
3. Provide services for the individuals, business, and community
4. Increase understanding, goodwill and peace internationally.

From the shortcomings in the management of the Rotary Club with the summary of operational performance in the 2007-2016 Annual Report, the main issues can be summarized that the management of the Rotary Clubs has the leaders who lack potential leadership in the organizational development. They lack visions in linking the information in different dimensions. The work plan lacks the feasibility study and lacks the study of impacts in all dimensions. The work plan lacks the study on the real situations before defining the work plan in several projects causing the projects to fail to meet the qualitative goals. They are often accomplished only in quantitative goals. Communicating the work plans or activities to members and interested people is also ineffective in approaching these members and individuals. This causes many good and very useful projects not get the attention of the members or the interested people as they should be. It can be considered from the annual evaluation of each club to sees similar defects that affect the number of members of the club. There are no increasing numbers like other clubs or other service operations performing the same kinds of missions. It may be because of the internal management of the club without the management approach that is good enough for the development of the organization to other clubs which are in the same features. This is another factor that the researcher thinks that the organizational management is an important aspect of organizational success to become the viable organization for the benefits of public sustainably. The mentioned state is the major factor that causes the management of the Rotary Club in Thailand to be necessary to have the management approaches of the Rotary Club in Thailand towards the achievement.

Research Objectives

1. To study the management of Rotary Clubs in Thailand
2. To study the internal factors affecting the success in the management of Rotary Clubs in Thailand

Related Literatures

The study on the factors affecting the organizational success (Prasertlam, 2013; Eiamsindhorn, 2013) is for defining the conceptual framework for considering and planning for determining strategies in the organizations. It is also the idea to propose that the efficiency of the organizations occur from the relations of 7 factors as follows:

Strategy is to plan the activities in the organization by letting the plan consistent and appropriate for changes in the external and internal environment. The purpose is to help supporting the organization's ability to compete the rivals.

Organizational Structure is the organizational structure that expresses the relationship between authority and responsibility including control size, consolidation of power, and decentralization of management, division of work structure following the products, members, and regions properly.

Style in the work of the executives is very important especially the senior management. It influences the thinking of the employees in the organization more than the words of the executives.

System is an analysis on the organization's work systems in all aspects of the management system and operating systems such as information systems, planning systems, budgeting systems, control systems, purchasing systems, systems for selecting and recruiting the employees, training system, remuneration payment system.

Staff means the selection of qualified personnel with the continuous staff development.

Skill refers to the skill or expertise of an organization as a whole having the expertise or specialty in any field.

Shared Value means the value among people in the organization, unity.

This is consistent with the research results of Kan Sekkhunthod (2009) finding that the factors of strategies of the organization, organizational structure, operational system, personnel, skills, knowledge, abilities, management styles and values or organizational culture have contributed to the success of the implementation of quality assurance policies in Rajabhat Universities. This is also in accordance with the research of Jaruwan Pengmon (2015) finding that the management strategies on social responsibility of the educational loan in the future. This corresponds to the research of Pachara Santhad (2011) revealing that the leadership that can manage corporate strategy, organizational structure, operational skills, personnel, skills, knowledge, abilities, management styles and values or corporate culture in the changing management style leading to the success of small and medium enterprises.

According to the research of Phornpen Gayanon (2012), it is found that the leaders and the change strategies of Thai Army Wives Association are Corporate Strategy, Organizational Structure, Operational System, Personnel, Skills, Knowledge, Management style and values or organizational culture leading to the organizational success in achieving the goals. This is in line with the research results of Mongkolrat Piyanan (2008) finding that the role of public organizations in social and cultural change must consider various factors in the organizational management including Corporate Strategy, Organizational Structure, Operation System, Personnel, Skills, Knowledge, Management style and values or organizational culture for success in the development of the community quality of life sustainably. This is in accordance with the results of the study of Sathaporn Wichairam (2014) finding that the organizational strategic management performance, organizational structure, operational system, personnel, skills, knowledge, management styles and values or organizational culture of the administrators of Sub-district Administrative Organizations in Buriram Province by using the criteria of quality of public administration influencing the public administration.

Research Conceptual Framework

Independent Variables

Internal factors in the organization

- Organizational strategies
- Organizational structure
- Operational system
- Personnel
- Skills, knowledge, and competence
- Management style
- Values or organizational culture



Dependent Variables

Success in the operation

- Finance
- Members
- Process
- Learning and development

Research Methodology

This research is the study on the approaches for the management of Rotary Clubs in Thailand as the Quantitative Research.

1. The population consists of the executives in the level of President of Rotary Clubs in Thailand in 4 regions for 334 clubs studied from the total population. They are divided into 4 main groups as follows:

1.1 1st group: President of Rotary Clubs in Thailand region 3330 covering the areas in the Southern and Western regions.

1.2 2nd group: President of Rotary Clubs in Thailand region 3340 covering the areas in the Northeastern region and Laos.

1.3 3rd group: President of Rotary Clubs in Thailand region 3350 covering the areas in the central region and Cambodia

1.4 4th group: President of Rotary Clubs in Thailand region 3360 covering the areas in the Northern region.

2. The tools used in the research are the questionnaires gained from studying the information from the documents, textbooks, academic articles, and field trip study. The study follows the defined objectives and conceptual framework, theories and related researches as the Rating Scale in 6 levels from the least to the most. The scores are rated from 1, 2, 3, 4, 5, 6. Then, the quality of the tools are found through 5 experts obtaining I.O.C.=.87. The Try-Out is made with 30 sets of sample groups using the α -Coefficient. The reliability is .83 which is in the academic standard criteria (Puttipong Eiamsindhorn, 2016). The data will be collected for further research.

3. The processes in the data collection are; 1. Secondary data is the study of data from the documents, textbooks, academic articles, related literatures, and related researches on the organizational management to be used as the conceptual framework in creating the questionnaires, 2. Primary data is the data gained from the questionnaires on the executives of Rotary Clubs in Thailand in 4 regions for 334 clubs. The data is returned by 257 clubs calculated as 76.9.

4. Regarding the data analysis and statistics, the researchers brought the questionnaires collected with the data to verify the correctness and record the data. Then, the obtained data will be processed with the statistical ready-made program. The analysis is conducted with the descriptive statistics; Frequency, Percentage, Mean, Standard deviation (S.D.). The hypothesis is tested with the inferential statistics; Pearson's Product Moment Correlation Coefficient and Multiple Regression Analysis at the statistical significance at level .05.

Research Results

Most of the studied executives of Rotary Clubs in Thailand have the opinions on the internal factors in the organization to manage the Rotary Clubs in Thailand as a whole in the medium level with the mean of 3.39. When considering all aspects, they are considered in the medium level ordered as follows. The values or organizational culture has the mean of 3.58 followed by the management style with the mean of 3.48, the organizational strategies with the mean of 3.38, skills, knowledge, and competence with the mean of 3.37, personnel with the mean of 3.36, organizational structure with the mean of 3.35, and operational system with the mean of 3.31.

Table 1 Mean and standard deviation of the levels of internal factors in the organization affecting the management of Rotary Clubs in Thailand

Internal factors in the organization	\bar{x}	S.D.	Levels of assessment
Organizational strategies (X1)	3.38	.908	Medium
Organizational structure (X2)	3.35	.926	Medium
Operational system (X3)	3.31	.913	Medium
Personnel (X4)	3.36	.984	Medium
Skills, knowledge, and competence (X5)	3.37	.938	Medium
Management style (X6)	3.48	.874	Medium
Values or organizational culture (X7)	3.58	.876	Medium
Total	3.39	.726	Medium

Most of the studied executives of Rotary Clubs in Thailand have the opinions on the achievement in the management of Rotary Clubs in Thailand entirely in the medium level with the mean of 3.71. When considering all aspects, they are found to be in the medium level ordered as follows. In finance, the mean is 3.80 followed by in the internal process with the mean of 3.77, in learning and development with the mean of 3.64, and in members with the mean of 3.63.

Table 2 Mean and standard deviation of the levels of achievement in the management of Rotary Clubs in Thailand

Achievement in the management	\bar{x}	S.D.	Levels of assessment
Finance (Y1)	3.80	.635	Medium
Members (Y2)	3.63	.701	Medium
Internal process (Y3)	3.77	.735	Medium
Learning and development (Y4)	3.64	.691	Medium
Total	3.71	.571	Medium

In studying the simple Correlation Coefficient between the elements of internal factors and the achievement in the management of Rotary Clubs in Thailand by calculating the Pearson's Product Moment Correlation Coefficient in each area, it is found as follows:

The elements of internal factors in the organizations in all areas have the relations in the same direction as the achievement in the management of Rotary Clubs in Thailand with the statistical significance at level.01.

Table 3 Simple Correlation Coefficient between the elements of internal factors and the achievement in the management of Rotary Clubs in Thailand

Variables	X1	X2	X3	X4	X5	X6	X7	Y1	Y2	Y3	Y4
X1	1.000										
X2	.822**	1.000									
X3	.781**	.896**	1.000								
X4	.703**	.783**	.800**	1.000							
X5	.412**	.408**	.396**	.393**	1.000						
X6	.525**	.596**	.614**	.586**	.388**	1.000					
X7	.479**	.503**	.500**	.434**	.444**	.484**	1.000				
Y1	.418**	.518**	.494**	.383**	.395**	.462**	.783**	1.000			
Y2	.434**	.420**	.409**	.456**	.277**	.313**	.256**	.292**	1.000		
Y3	.465**	.498**	.503**	.511**	.321**	.350**	.334**	.357**	.846**	1.000	
Y4	.383**	.393**	.395**	.401**	.427**	.316**	.291**	.345**	.632**	.718**	1.000

Note: * With statistical significance of 0.05; ** With statistical significance of 0.01

From testing the Pearson's Correlation Coefficient of variables X1-X7, most values of Correlation Coefficient are .388-.783. The relations are not too excessive which are not considered infringing initial agreement in the analysis of multiple regression later.

In considering the statistics of Durbin Watson, the value is 1.863 nearly 2 representing each deviation value is independent.

Table 4 Coefficient of regression and statistical values in testing the importance of elements of internal factors for the forecast of achievement in the management of Rotary Clubs in Thailand

Forecaster	Coefficient of regression		SE	t	Sig.
	B	β			
(Constant)	1.534		.179	8.585	.000
Personnel (X4)	.235	.279	.054	4.391	.000
Organizational strategies (X1)	.178	.195	.059	3.023	.003
Values or organizational culture (X7)	.098	.103	.047	2.075	.039
R = 0.492 R ² =0.242 Adj.R ² = 0.236					

The elements of internal factors possibly affecting the achievement in the management of Rotary Clubs in Thailand with the statistical significance at level.05 which are personnel (β =0.235), organizational strategies (β =0.178), values or organizational culture (β =0.098). The changes occurring in the achievement in the management of Rotary Clubs in Thailand can be explained with the personnel, organizational strategies, and values or organizational culture for 23.6% (Adj.R²=0.236). The variable of personnel is the variable with the best weight of forecast.

Discussion

According to the study, it is found that the elements of internal factors possibly affecting the achievement in the management of Rotary Clubs in Thailand with the statistical significance at level.05 are organizational strategies, personal, and values or organizational culture. This is

consistent with the research of Kan Sekkhunthod (2009) finding that the factors of organizational strategies, personnel, and values or organizational culture affecting the achievement in applying the educational quality insurance policy to practice of Rajabhat University. This is in line with the research of Jaruwat Pengmon (2015) finding the strategies of management in the social responsibility of educational fund in the future. This also agrees with Pachara Santhad (2011) revealing that the leadership that can manage corporate strategy, personnel, and values or corporate culture in the changing management style leading to the success of small and medium enterprises. This is in accordance with the research of Pornpen Gayanon (2002) finding that the leaders and the change strategies of Thai Army Wives Association are Organizational Strategies, Personnel, and values or organizational culture leading to the organizational success in achieving the goals.

This is in line with the research of Puttipong Eiamsindhorn (2013) finding that the factors of organizational strategies, personnel, and values or organizational culture influence the knowledge management of successful community business. This is correspondent with the research of Mongkolrat Piyanon (2008) finding that the roles of public benefit organizations in social and cultural change should define the organizational strategies. The role of the personnel and the values or culture of the organization is for sustainable development of the community quality of life. This is in accordance with the results of the study of Sathaporn Vichairam (2014) finding that the potential in determining the organizational strategies defines the roles and responsibilities of the personnel and raises the values or organizational culture of the administrators in the sub-district administrative organizations in Buriram province using the quality criteria influencing public management.

Recommendations

- 1) In personnel, Rotary Clubs in Thailand should support the promotion of knowledge, competences in working in various departments with the budget for the development of personnel in the organizations to have knowledge and ability in responsible work, knowledge and skills essential for the organization. The bond among members in the organizations should be strengthened. The team building system should be encouraged with the motivation system to work for all members through the activities of the club.
- 2) In corporate strategies, Rotary Clubs in Thailand should set the visions, missions, and burdens concretely for the operators can understand the practical approaches clearly. The strategies of the Rotary Clubs should be clearly defined to support the implementation of the strategic plan and create the management consciousness that focuses on the management strategy of the club to change following the continual changing environment.
- 3) In values or corporate culture, Rotary Clubs in Thailand should create common values that will benefit the public. The activities should be generated for the mutual operation as well as cultivating values for members to have voluntary mind and think of public benefits more than personal benefits.

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