Development Guideline to be a High-Performance Organization of The Office of National Broadcasting and Telecommunication Commission (NBTC)
แนวทางการพัฒนาสู่การเป็นองค์กรที่มีสมรรถนะสูงของ สำนักงานคณะกรรมการกิจการกระจายเสียงและกิจการโทรทัศน์แห่งชาติ (กสทช.)

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Abstract

This research has an objective to study characteristics and development guideline to be a high-performance organization of Office of The National Broadcasting and Telecommunications Commission (NBTC). This study is conducted by mixed method. The quantitative study is used to collect data from 240 employees who work for NBTC by questionnaires. Data analysis is done by percentage, mean, and SD The qualitative analysis is done by Purposive in-depth interview from 10 sampling includes 5 experts and 5 scholars with knowledge in management, organization mana gement, and communication by content analysis. Results from the research show that (1) overall internal organization characteristics which support NBTC to be a high-performance organization when considering each factors are the organizational structure as the first factor and followed by knowledge management, organizational culture, technology, employees, management and leadership, innovation process, organizational strategy, and resources respectively (2) development guideline to be a high-performance organization of NBTC shows that management and leadership, corporate strategy, knowledge management, and employees affect the development guideline of NBTC to be a high-performance organization. These characteristics can support, be guideline, and plan the development effectively to be a high-performance organization according to the context of NBTC.

Keywords: high performance, organization, NBTC

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาคุณลักษณะและแนวทางการพัฒนาการเป็นองค์กรที่มีสมรรถนะสูงของคณะกรรมการกิจการกระจายเสียงกิจการโทรทัศน์และกิจการโทรคมนาคมแห่งชาติ (กสทช.) วิธีการศึกษาครั้งนี้ใช้วิธีวิทยาการวิจัยแบบผสานวิธี (Mixed method) วิธีการวิจัยเชิงปริมาณ เก็บข้อมูลจากพนักงานที่ทำงานใน กสทช. จำนวน

240 คน โดยใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูล วิเคราะห์ข้อมูลด้วยค่าร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน การวิจัยเชิงคุณภาพ ใช้การสัมภาษณ์เชิงลึกโดยวิธีเจาะจง จำนวน 10 คน จาก ผู้เชี่ยวชาญ 5 คน และนักวิชาการ 5 คน ที่มีความรู้ในศาสตร์ด้านการจัดการ การบริหารองค์กร และการสื่อสาร โดยวิธีการวิเคราะห์เนื้อหา ผลการวิจัยพบว่า (1) คุณลักษณะภายในองค์กรโดยรวมที่ส่งเสริมให้ กสทช. เป็นองค์กรที่มีสมรรถนะสูงเมื่อพิจารณาจากแต่ละปัจจัยพบว่าโครงสร้างองค์กรมีค่าเฉลี่ยสูงสุด รองลงมาคือการจัดการความรู้ วัฒนธรรมองค์กร เทคโนโลยี พนักงาน รูปแบบการจัดการและความเป็นผู้นำ กระบวนการนวัตกรรม กลยุทธ์องค์กร และทรัพยากรตามลำดับ (2) แนวทางการพัฒนา กสทช. ให้เป็นองค์กรที่มีสมรรถนะสูง พบว่าปัจจัย ด้านรูปแบบการจัดการและภาวะผู้นำ ด้านกลยุทธของงองค์กร ด้านการจัดการความรู้ และด้านบุคลากร เป็นปัจจัยที่มีผลต่อแนวทางการพัฒนา กสทช. ให้เป็นองค์กรที่มีสมรรถนะสูง คุณลักษณะเหล่านี้จะมีส่วนในส่งเสริมในแนวทาง และวางแผนการพัฒนาได้อย่างเหมาะสมต่อการเป็นองค์กรที่มีสมรรถนะสูงตามบริบทของ กสทช.ได้อย่างมีประสิทธิภาพต่อไป

คำสำคัญ: สมรรถนะสูง, องค์กร, กสทช.

Introduction

Amid the economic downturn and creating many pressures for the business sector with the lack of political stability and there are many social problems that have not yet been resolved. This condition makes the system more expectations. The government is an important agency to solve problems in national development while the government system is accelerating self-improvement to be effective. There are many proposals to increase the ability to respond people's needs for the development of government organizations, especially the concept of overhaul of the government system (reinventing government) which is very popular during the year 1992 (Osborne and Gaebler, 1993)

Organizational management strategy covers both operations and missions since all companies rely on human resources. Organizational management concepts differ from one company to another depending on the variety of objectives as leading principles. Generally speaking, organization management is the comprehensive panorama of the connecting micro perspective of internal units and their operations, which drive forward the whole organization. The study of organization management is therefore not only for understanding in interrelations but also creating the ability to initiate integration of various differences within organizations and from people in organizations themselves, leading to manage resources efficiently in the organizations in the appropriate approach which is in line with the adjusting surrounding under the fast changing condition for both profit and non-profit organizations. Some old organizations in the past have failed and were unable to survive eventually, whereas new organizations have just born and launched. Some have continued and been succeeded in their operation. As a result, people are nowadays very alert about how to successfully manage organizations and how to continue maintaining successfully and sufficiently (Maharatskul, 2011).

The NBTC is an independent regulatory organization in Thailand established in accordance with the Frequency Allocation Act Super vision Act for Radio Broadcasting Television and the Telecommunications Act BE 2553 (2010). By this power, the NBTC was established as a public unit, but not under the governmental hie rarchy according to Government Administration Regulations. As such, it is not a state enterprise according to budget regulations or other regulations. The NBTC is under the supervision of the Chairman Broadcasting Commission. Besides, the NBTC is also not under the protection of Labor Relations Laws or the Compensation Law Provident Fund regulations.

The NBTC has duties to act as a moderator in supporting missions to drive and sustain the organization in such a way that will bring maximum benefits to the people and fair competition. In addition, the NBTC has the duty to urgently transfer ownership from government units, which can still hold ownership as they are having at that time only, to other business operators and available to more people. The existing government units that have frequency ownership can still continue with some frequencies as necessary and ap propriate. The NBTC also has the duty to develop quality and direct systems among operators. The NBTC is also set up with the purpose of enabling media reformations from the government owners to a variety of public sectors. The NBTC is an administrative unit, to which operations, assets, rights, duties, debts, employees and budget have been transferred since 20 December 2010.

In the past, National Broadcasting and Telecommunication (NBTC) operations were consistently evaluated on a regular basis, resulting in reduced efficiency and effectiveness. Girdwichai, Gerdrueng & Sophonthada (2015) determined many operational problems and obstacles as follows: 1) Organizational Structure: The chain of command is vertical, complicated and duplicated causing slow functions. Consequently, some parts of the working process are not effective, 2) The Human Resources Development should be more involved in boosting personnel efficiency; attitudes of employees should also be developed to improve work determination and devotion through willingness with professionalism, 3) As an independent regulator, organizational management reflects government working style and lacks and the ability to change within the political structure and patronage system, 4) Organizational culture does not allow participation or expression of opinions; thoughtful productive and insightful comments from operational officers are also discouraged, and 5) Lack of networking parti cipation both from the public and government sectors hampers progress and productivity.

The NBTC is also observed by all sectors and expected by society to be a high-performance organization. However, although the overall management achieves a certain level of success, there are still some problems which need to be solved. Therefore, the study of the factors associated with high-performance organizations is necessary for its further development. In this study, the author aims to study the factors associated with high-performance organizations and utilizing the results can lead to the NBTC’s further development of such factors associated with being a high-performance organization.

Objective

To study characteristics of high per formance organization management of the NBTC.

Literature review

Definition of high performance organizations

Scholars have given the meaning of the High performance organization or HPO has many meanings as follows. De Waal (2005) studied about the organization high performance and has compiled the meanings of the organization. High efficiency from the study, it can be concluded that the organization is experiencing long-term financial success compared to other organizations as well as having the adaptability to the situation from both the internal and external environment of the organization quickly, with the emphasis on Long-term operation in an integrated manner. The management structure is consistent by im provement and development of core com petencies. The organization continues and gives importance to people in true assets like orga nization (De Waal, 2007; Holbeche, 2004) discusses the organization.

Organizations that can adapt to changing conditions over time are a highly efficient orga nization. It is an innovation organization capable of work effectively without seizing the system too strong and important commander that is en couraging people in the organization to maintain the organization high performance and su stainability factors that can drive the orga nization to be able to change is creating a cor porate culture by the human resource mana gement system within the efficient organization such as creating balance in work life, etc. Epstein (2004) reviewed literature and gave the definition of HPO as a successful organization. Financial success, employees and customers are satisfied with high level of personal initiatives with work, high level of production, innovation in the organization, performance measurement systems in positions, giving rewards for motivation to work and strong working conditions. (Brokaw & Mullins, 2006)

From the definition mentioned above, it was found that HPO has a variety of meanings and elements, but the focus that scholars have given meaning as follow 1) being an organization that is growing sustainable (De Waal, 2005; Holbeche, 2004 & Loisuwanrat, 2008) 2) organizations with the ability to adapt to environment (De Waal, 2005; Vejayanon, 2008 & Pasutacharin, 2006) organizations that respond to the environment quickly (De Waal, 2005; Brokaw & Mullins, 2006).

High-Performance Practices and Affective Commitment

The three organizational commitment models proposed by Allen and Meyer (1990) have three main elements, namely the affective, normative and continuance dimensions. These models have been examined using factor analysis, which has established that the three components have varying relationships with the different associated consequences and antecedents (Meyer et al., 2002). This research examines affective commitment, which is the positive feeling about one's own organization, which will be revealed as the wish to help the organization to achieve success, and a feeling of pride in playing a role in that achievement (Cohen, 2003). Affective commitment is known to be influenced by the experiences of employees within their orga nization, particularly with regard to human resources matters (Meyer et al., 2002). Affective commitment is also understood to be closely linked to the achievement of target working outcomes, such as low levels of absen teeism or lateness, and behaviour conducive to a harmonious and productive working envi ronment (Meyer et al., 2002). Furthermore, it plays a part in building connections between effective human resources activities and superior work performance outcomes, while several studies have reported its effectiveness in sustaining the

SHRM approach (Gong et al., 2009). In particular, social exchange theory indicates that when orga nizations have good relationships with employees, those workers will be inspired to make a greater contribution which will in turn bring about positive results for both parties (Blau, 1995). When human resources departments introduce high-performance practices, the workers are likely to believe that their relationships with the organization are based on a supportive working environment in which their skills are valued and where they are given useful and unbiased feedback, fair and moti vating rewards for their performance, and oppor tunities to advance. They will also believe they are playing their part in working towards the ac complishment of shared goals which they themselves have helped to identify (Gardner et al., 2007). As a consequence, these em ployees are likely to form a closer bond with the organization and will work harder to achieve those targets, which are a form of affective commitment (Cohen, 2003).

Organizational Structure

Most organizations have traditio nally applied the notions set out in Weber's concept of bureaucratic structures. However, in recent years organizations have become more complex and as a result it has been necessary for more companies to use the "federal decentrali zation" approach proposed by Drucker (1974). This approach requires that organizations are structured such that several different units can operate at the same time. Drucker (1974: p. 572) explains that "each unit has its own management which, in effect, runs its own autonomous business". The outcome has been a model which leads to the creation of huge conglomerates which subsequently diversify their activities so as to operate in several different fields to spread their risk.

Meanwhile, the project management organizational structure has become commonplace in the technological sector, or in industries which are known to be highly dynamic (French, Kast & Rosenzweig, 1985). In this structure, the focal point becomes the project manager, who coor dinates information and activities for the projects. The aim is to integrate the resources of the orga nization in order to meet the stated objectives, but to implement this approach through ma naging projects, the hierarchical relationships within the organization must often undergo significant changes as responsibilities are redefined.

The Learning Organization

The definition of learning offered by Senge (1990) describes the development of an individual's ability to take action, arguing that "learning organizations are organizations that are continually enhancing their capacity to create" (p. 127), adding that such organizations evolve from first controlling, and later to learning. Senge (1990) also explores the problem of organizational learning disabilities, which can often arise when people become strongly attached to their roles. In such scenarios they can have difficulty per ceiving their role as part of a bigger picture, and they can develop a negative attitude towards others within the same organization. One further disability identified is that inability to recognize potential threats and to understand slowly changing situations.

Senge (1990) explains that learning orga nizations use five key disciplines. The first of these is to construct a shared vision, which is a lengthy process involving numerous individuals coming to hold the same vision. The second discipline is the idea of personal mastery, which shows that individuals are committed to the vision. The third is to create mental models whereby individuals can formulate their own internal representations of the vision and the reality. One vital consi deration when employing mental models involves the necessity of balancing inquiry and advocacy. The fourth discipline demands that shared mental models are critical in organizational learning, while the fifth requires commitment to a systematic approach.

Innovation Behavior

Many studies have reported that inno vation is vital if organizations are to compete and succeed (McAdam & Keogh, 2004; Edwards et al., 2005). Accordingly, the literature on the subject of innovation is extensive, and as a result there are many different perspectives from which inno vation can be considered. In this research, we use the definition of innovation offered by Tidd et al. (2001) which holds that "innovation is a process of turning opportunity into new ideas and of putting these into widely used practice". Different types of innovation are listed by Damanpour (2001) and include administrative, technical, radical, incremental, product, and process innovation. A combination of these ideas allows innovation to be considered in this study in its broadest context through the various different types.

The literature contains numerous examples detailing the common factors which link orga nizations known for their innovative practices, and the factors which control the ability of orga nizations to manage their innovations effectively. The literature in the field of mana gement frequently suggests that innovation is vital for organizations to maintain their competi tiveness (Porter, 1990; Lengnick-Hall, 1992; Roberts, 1998) but there is less on the subject of how orga nizations can actually manage innovation and reap the expected benefits. A carefully structured review of the literature is conducted to determine the factors which are reported to control the management of innovation in organizations. The literature to date lacks this particular organized approach which can serve to identify and analyze the main factors and establish the nature of the relationships which exist between factors. The literature review allows previous works to be analyzed to achieve these aims, and will provide a record which can be used by practitioners and other researchers to better understand the management of innovation through the factors involved. While no specific method will be offered in this paper, the factors and their effects will be identified, and this information can be used by organizations to become more innovative and to use innovation to fulfill their potential.

The National Broadcasting and Tele communication Commission (NBTC) identified the components of organizational indicator bases in its vision to become the leading orga nization within the ASEAN region for regulating tele communications services, directing and deve loping communications for sustainable deve lopment, while adhering to new public mana gement. Consequently, this has resulted in a considerable development of telecommunications systems and services, including 1) Quality of service provided to the public 2) Decentralization that gives more independence to agencies, 3) Criteria, evaluation, and reward at an individual level 4) A supportive system for personnel and tech nology to facilitate the organization's achievements and 5) Opportunity for competition. (NBTC, 2017)

Related research studies

This part composed with synthesis of relevant research. The variables studied are as follow: Technology is often discussed as an output of innovation (Erdener & Dunn, 1995; Madsen et al., 2005), but in this research we are concerned with its role as an influencing factor. Technology discussed in this paper is concerned with the utilization of technology to facilitate innovation and innovative behavior within and between organizations.

Innovation process. Although a few authors (Cummings & O'Connell, 1978; Knight, 1987; Amar, 2004; Bessant et al., 2005; Merx-Chermin & Nijhof, 2005) discuss the impact of operational processes on organizational. Innovativeness, in the context of this paper processes relate to the generation, development, and implementation of innovations.

Corporate Strategy, Strategy is a wide subject area and the definition can often be confusing. Strategy in this research refers to aspects of the corporate and innovation strategies of the organization (Damanpour & Evan, 1984; Read, 2000; Martins & Terblanche, 2003) and how they impact on the management of innovation. It also refers to the dissemination of the strategic vision throughout the organization.

Organizational structure has received much attention in the general management literature (Mintzberg, 1992) and often covers more than the simple configuration of the organization. However, within this research organizational structure relates to the way the various parts of an orga nization are configured and how this impacts on an organizations ability to manage innovation.

Employees refer to the non-management employees of the organization and the role they play in affecting innovation management. This factor takes into account the various personal characteristics associated with employees (Ahmed, 1998; Bharadwaj & Menon, 2000) and the moti vation of employees to become innovative (Mostafa, 2005).

Organizational culture, Culture here refers to the culture of the organization, although organizational culture has been discussed widely in general management literature (Hofstede, 2001). It relates to the values and beliefs of the organization and how these impact the ability to manage innovation within the organization. It takes into consideration the organization's approach to collaboration, communication, and risk.

Resources relates to all the resources that the organization has, human, financial and physical, but they are discussed in relation to the level of slack resources and how resources are managed (Knight, 1987; Wan et al., 2005) to impact on an organization's ability to manage innovation.

Knowledge management in this research refers to the management and utilization of knowledge for innovation management. This covers all aspects of knowledge, both internal and external to the organization. (Salavou, 2004) to impact on an organization ability.

Management style and leadership refers to the employees that have responsibility for the management of the organization. This factor is concerned with a number of aspects to the way management influences the management of innovation. (Pearson et al., 1989; Hyland & Beckett, 2005) and how management can motivate employees to become more innovative (Roffe, 1999; Rivas & Gobeli, 2005).

Scope of education

In this research, the researcher will study all 9 variables of high efficiency cognitive factors consisting of 1) Technology, 2) Innovation Process, 3) Corporate strategy, 4) Organization structure, 5) Organization culture, 6) Employees Management style and leadership, 7) Resources, 8) Knowledge management and 9) Management style and leadership

Methodology

This study is conducted by mixed method. The quantitative study is used to collect data from 240 employees who work for NBTC by questionnaires. The qualitative analysis is done by Purposive in-depth interview from 10 experts and scholars with knowledge in management, organization management, and communication.

Population and Sample

1. The populations are identified as NBTC's executives and all officers from the headquarters. The research employed purposive sampling in order to collect the data main employees in the NBTC's headquarters within the fiscal year 2017. The total numbers are 900 persons in the actual sample collection a total of 240 by stratified random sampling method classified from work group the researcher used formula for cal culating proportions of Daniel (1999) calculates the sample group by population proportion estimation formula with the confidence level of 95% which 5% error is acceptable. Besides, the proportion of the interested population significance level equals 0.5.

2. Key informant for the qualitative study is collected data by in-depth interview who selected by purposive sampling from 10 sampling includes 5 experts and 5 scholars with knowledge in management, organization management, and communication.

Research Tools

This research used a mixed method design of quantitative and qualitative analysis.

1. The quantitative study use ques tionnaire and the step designing the research tool as following: 1) To clearly define the object of the questionnaire base on the purpose of research study 2) To create the questionnaire 3) To examine the validity of the questionnaire and The questionnaire item is a 5-point rating scale from strongly disagree (1 point) to strongly agree (5points). The Cronbach's alpha coefficient of the questionnaire is 0.976. The researchers collected questionnaires from NBTC's center, Thailand. The questions, in 2 parts, were as follows

Part 1 Personal information, including gender, age, education, and work experience.

Part 2 The qualities of NBTC's organizational management in order to analyze the descriptive statistics involving 1) Technology, 2) Innovation Process, 3) Corporate strategy, 4) Organization structure, 5) Organization culture, 6) Employees Management style and leadership, 7) Resources, 8) Knowledge management and 9) Management style and leadership.

2. The qualitative study use structures interview and analyze collected data from in-depth interview by content analysis and synthesize for conclusions. A structured questionnaire was used by the researcher to ask about factors affecting the development of NBTC in its goal to become a high-performance organization. The interview in done one by one.

Data Collection

The researchers collected questionnaire from 240 employees who work for NBTC and the researcher will make interview with 10 sampling includes 5 experts and 5 scholars with knowledge in management, organization management, and communication

Research Results

Quantitative analysis

The research found that. off 240 res pondents, majority of the respondents were female represented 55.40 percent, ages were between 29-39 years old accounted for 57.90 percent, with 61.70 percent of held higher than bachelor degrees, with working experience less than 1.5 year accounted 55.00 percent, and had position as operation 91.70 percent.

Table 1

A descriptive table of the levels characteristics of high performance organization

No	Variables	Level Comments			
		Mean	SD	Level	Order
1	Organization structure	3.86	.861	High	1
2	Knowledge management	3.76	1.04	High	2
3	Organization culture	3.75	.956	High	3
4	Technology	3.75	1.09	High	4
5	Employees	3.72	.930	High	5
6	Management style and leadership	3.67	1.03	High	6
7	Innovation Process	3.66	0.88	High	7
8	Corporate strategy	3.64	.820	High	8
9	Resources	3.55	.844	High	9
	Total average	3.71	0.94	High	

The finding showed that all variables can explain the characteristics of high-performing organizations of NBTC is at a high level (Mean=3.71, SD=0.94). When consider each aspect it is found that 1) organization structure is the highest efficient 2) knowledge management, 3) orga nization culture, 4) technology, 5) employees, 6) management style and leadership, 7) innovation process, 8) corporate strategy, and 9) resources, respectively.

Qualitative analysis

The development guideline to be a high-performance organization of NBTC is the following:

1. Management and leadership shows that the characteristics of leaders consist of 3 characteristics as follows: 1) Management personalities, 2) Management style, and 3) Motivation of employees. They can create the creditability and confidence in the public view toward the organization. The leader plays

important role in the effective development of the organization, has knowledge to achieve targets, maintain and enhance the work standard, and stimulate employees to work with their full potential.

2. Corporate strategy can be clas sified as 4 sections as follows: 1) Organizational strategy, 2) Innovation strategy, 3) Vision and goals of the organization, and 4) Strategic decision making. They are parts of the development to be a high-performance organization. The organization with clear strategies can define the use of resource to achieve missions and goals. The organization will be able to compete in the market. Planning will make the organization can survive for a long time and has the advantages in the competition. Strategic planners must be able to look ahead correctly and understand coming environmental changes, maintain management position and competitive capability over other organizations, and stay in the business in a long term.

3. Knowledge management can be classified into 3 sections as follows: 1) Orga nizational learning, 2) Knowledge of external environment, and 3) Utilization of knowledge repositories. They will increase the capability of decision making and fastness and better of planning. This is because of the availability of information or specific knowledge source with principle, reason, and creditability which can support the decision making. This is the human resource investment to develop the ability to share the knowledge with others in the organization. Moreover, they can apply the knowledge to their works effectively. Besides, it is the organizational development to increase the effectiveness of the organization.

4. Employees can be classified into 4 sections as follows: 1) Motivation to innovate, 2) Employee skills and education, 3) Employee personalities, and 4) Training. They are parts of the development to be a high-performance organization. How much the organization can be developed depends on the ability to drive and solve human problems, also known as human management processes to support and prioritize the human resource as valuable resource and the most important resource in the orga nization. The lead organizations nowadays see that the excellent ability of human resource mana gement and communication skill is not limited to the management level of the organization only. It will be highly benefit if every employee in the organization from the upper to lower levels or even new employees have this skills and understand correctly as the fundamental of the coordination and driving activities in the organization more effectively.

Discussions

Organization structure overall respondents had a high level of opinion. This may be due to organizational structure is a variable that has highest average with the average 3.86, because good and effective organizational structure can create confidence for the organization to outsiders. The structure of the organization has clearly defined the authority and res ponsibility of each unit in order that facilitate the operation to success of work objectives of the orga nization effectively. Especially, organizations that create high performance like NBTC, which is the country's communication organization, the image and credibility of the organization is very important, which is in accordance with Carew et al. (2007), Linder & Brooks. (2004), Schermerhorn, Hunt, & Osborn. (2003), Buytendijk, (2006), Fauzia & Adrienne. (2018). described that organizational structure is important to influence the behaviour of people. Moreover, people within the orga nization which the influence created mainly due to the control objectives by being controlled from the nature of the work designed within the organizational structure

In this research, knowledge mana gement is an important part of the orga nization of the NBTC, gathering the knowledge available in organization, collecting knowledge from all sources in the organization both do cuments and knowledge from individuals bring it into the system so that employees from all departments can access knowledge and develop himself to be a knowledgeable person including working effectively, which will result in the orga nization having the highest competitive capability, which is a feature with a high performance orga nization like NBTC needs in accordance with (Miller, 2012; Carew et al., 2007; Linder & Brooks, 2004; Schermerhorn, Hunt, & Osborn, 2003; De Waal, 2005; Fauzia & Adrienne, 2018). described that if everyone in the organization has a knowledge management approach by learning and having developed concepts as well as deve loping new abilities of their own to happen and stay in the organization all the time will benefit the organization overall. In addition, there are research findings that influential factors help support the sharing of organizational knowledge having an open, trusting organizational culture with values together as well as promoting initiatives dare to think boldly in new things and having a reward system for those who have results perform excellent work (Gruber, 2000). At the same time (Hussian et al., 2010) study found that important factors as a basic element of effective knowledge management, consisting of organizational culture, strategy, and technology, which is consistent with the research results of Hurley's (2005) study found that format for knowledge management should consist of basic information news, technology, culture, and important elements of knowledge management with interaction personal factors, information technology factors, and process factors (Ghalib, 2004).

Here is the statement about orga nization culture, discussing whether organizational culture is a way to help define ideas, decisions, and actions of everyone in the organization in the same direction. The corporate culture is tangible and will benefit the business only when it is continuously adhered to in the long run. The organizational ethics will be a guideline for the organization to conduct business based on responsibility, transparency, honesty and com petitive ability by treating and harmonizing benefits for all stakeholders with fairness that affects the success of the business of the company to seek ways that can meet the needs of customers more efficiently and effectively at all times and is the trust of customers which ultimately affects the reputation of the organization in accordance with (Carew et al., 2007; Linder & Brooks, 2004; Schermerhorn, Hunt, & Osborn, 2003; Buytendijk, 2006; Kazuaki & Anthony, 2016) described that organization culture is considered an important tool that executives should not overlook because the organization with a strong culture is a way that executives can used to bring the organization to efficiency and effectiveness as well.

Regarding the use of technology in the NBTC, discussing whether adapting digital tech nology to the organization appropriately is im portant in increasing the efficiency of the organization, not allergic to having potential personnel. In an age where there is a lot of in formation flowing organizations should find ways to manage information to be used in the pre paration of marketing strategies and customer service. Then have to think about how to be able to keep up with the upcoming changes. The important thing to make the organization stand that understands the environment in which the organization is both a body including under standing of customers or customers which is the only factor that will allow the organization to reach the needs and understand customer behaviour. In accordance with (Miller, 2012; Linder & Brooks, 2004: Schermerhorn, Hunt, & Osborn, 2003; De Waal, 2005) described that use of information technology is a tool that develops infrastructure of knowledge in the organization to be useful knowledge. The person at the time and the form that the person wants is called "Knowledge Management System"

The role of employees in the NBTC, dis cussing whether employees at all levels must improve their abilities, and must be responsible for that organization as well as reducing the command line and work procedures. However, supervisors must work fully, and committed to the work that is done at all times, people in the organization need to understand the true purpose of the organization that we work for, be clear, trans parent and must be shown at all times both words and actions. If there is a change or to improve the goal, must inform the personnel at all levels to understand. The staff themselves, if you see and understand what kind of organization you want to work for should be able to help you to develop yourself to be desired by the organization. It is in accordance with (Miller, 2012; Linder & Brooks, 2004; Jupp & Younger, 2004; Schermerhorn, Hunt, & Osborn, 2003) described that creating competitive advantage of the organization is human resource and systems or processes in managing various human resources (Huselid, 1993; Karami, Analoui, & Cusworth, 2004), known as HR functions for example recruiting, training, and creating incentives for compensation and rewarding. Therefore, it is necessary to have guidelines for human resource management system which may be comparable organization resources is important in the competitiveness and ability of the current organization with efficiency and effectiveness and everyone in the organization needs to develop knowledge that must be responsible for their new ideas and must try to develop those ideas to be as true as possible and can be done, while the director has a duty to create an environment that provides opportunities allowing personnel to increase knowledge and implement ideas of the personnel themselves (Marquardt, 1996).

Management style and leadership, in the organization is available at all levels from senior management in the organization. The executive in the work structure is important in driving various policies going to create a plan and imple menting it to improve the efficiency of the NBTC in transforming the policy into a successful implementation of the goal. Besides, it must rely on the role of leaders at every level to drive. In accordance with (Miller, 2012; Carew et al., 2007; Linder & Brooks, 2004; Jupp & Younger, 2004; Buytendijk, 2006; De Waal, 2005) described that leadership of the management itself which the director must not only have the power to follow administrative duties but also consider the relationship and the feelings of personnel as well by passing through assigning duties and support. However, the person must encourage communication between each other to have work as a team and able to develop personnel with differences, effective leaders will use mana gement perspective human resources to connect with other parts causing people development and professionalism (Daft, 2006).

Innovation process, the organization must develop and prepare for the latest events and changes that will occur in the future. By cultivating people to understand and have creative thinking and innovation mindset, dare to think creatively dare to do the cause (from fixed mindset to growth mindset) to enhance knowledge, skills until being able to apply in the development of innovation process continuously. As well as developing innovative organizations create an atmosphere for creativity opportunity for everyone in the organization to get creative dare to bring good ideas for development, innovation, or invent new things such as new products, processes or service innovation etc. with value creations. Moreover, it can be forwarded or expanded in a commercial manner with confidence until it can be further developed into a new business model innovation. In accordance with (Miller, 2012; Carew et al., 2007; Linder & Brooks, 2004; Jupp & Younger, 2004; Schermerhorn, Hunt, & Osborn, 2003) described that the service is an indication that the service business should be improving service processes and service products by using new ideas and new skills to see advancement of service in response to customer satisfaction while innovation in the manufacturing industry has the main objective: Product development with modern features and a new look by the progress of technology for improving production processes to respond to marketing needs. Product innovation can be considered as part of results that promote the success of an organization or business these innovations may be in the form of products or services to customers. (Smith, 2006; Schilling, 2008)

Corporate strategy, increasing the efficiency of the organization to be successful organizations. It will create a sustainable competitive advantage by making personnel capabilities consistent with business strategies, restructuring or changing business strategies as examples of basic changes that may occur to every organization. In improving the efficiency of the organization coordination of capabilities, processes, attitudes, and com petencies is necessary for more effective business strategy. In accordance with (Miller, 2012; Carew et al., 2007; Linder & Brooks, 2004; Jupp & Younger, 2004; Schermerhorn, Hunt, & Osborn, 2003) described that even today public organizations are providing services differently from the past. This is because the quality has become a standard that is definitely an im portant driving force for management. Quality is the restructuring of the business industry in a changing environment. Economic crisis and changes in the economic, environment, society, and politics will affect whether at the national or international level, affecting the business restructuring of the business and changing consumer behavior. Such effects would make the business organization have to adjust the corporate policy to be in line with such changes so that the business orga nization can meet the expectations of cus tomers as much as customers expect or better than expected. Besides, they can meet the needs of customers, reduce production costs and used as an advertising strategy to build confidence for the business organization

Resources in an organization are an important part of an organization's success; discuss whether the organization will be successful. The appropriateness of resources and equipment to work is necessary. Resources are the support of the organization's operations to achieve goals.

One of the important factors is the resources in the organization which NBTC is ready for resource. In accordance with (Carew et al., 2007; Linder & Brooks, 2004; Jupp & Younger, 2004; Buytendijk, 2006) described that organizations will be able to create competitive advantage and become a potential organization. The operations that are higher than other organizations must be different from competitors and other organizations in the industry, especially the resources of different organizations, including 1) physical resources like technology machinery and production equipment and financial systems 2) organizational resources such as organizational structure, planning, control, coordination and personnel management systems and 3) human resources such as various skills, decisions and intelligence of employees in the organization (Barney & Wright, 1997) and can be applied to solve problems causing creativity and innovation.

For development guideline to be a high-per formance organization of NBTC, 4 factors should be prioritized as follows:

1. Management and leadership because the leader plays the important role in the organizational development effectively. The leader with the knowledge can manage the organization effectively, stimulate employees to work with their full potential, and create the confidence and creditability in the public view toward the orga nization which in accordance with Miller (2012), Carew et al. (2007), Linder & Brooks (2004), V. Jupp & M.P. Younger (2004), Frank Buytendijk (2010), and De Wall's (2005) described that the leadership of the management itself must involve the director not only having the power to follow administrative duties, but must also consider the relationships and feelings of personnel in the act of passing on or assigning duties and support. However, the people must encourage communication with others to work effectively as a team and the ability to develop personnel with differences. Effective leaders will use a management pers pective as well as human resources to connect with others, causing development and professionalism in them (Daft, 2006).

2. Corporate strategy contributes to the development to be a high-performance orga nization. The organization with clear strategies can define the use of resource to achieve missions and goals. The understanding of the environmental change makes the organization can survive in a long term, has advantage in the competition, has higher capability over other organizations, and stay in the business in a long term which in accordance with Miller (2012), Carew et al. (2007), Linder & Brooks (2004), Jupp & Younger (2004), and Schermerhorn, Hunt & Osborn (2008) described that, even today public organizations are providing services at different levels from the past. This is because quality has become a standard that is definitely an important driving force for management. Quality is the restruc turing of the business industry in a changing environment. Economic crisis and changes in the economic environment, society and politics, at both the national and international levels, affect the business restructuring of the business and changing consumer behaviors. Such effects would make the business organization have to adjust its corporate policy to be in line with the changes so that the business organization could meet or even exceed the expectations of customers. This can meet the needs of customers, reduce production costs, and be used as an advertising strategy in order to, build confidence for the business organization

3. Knowledge management will increase the capability of decision making and fastness of planning to be faster and better. A good knowledge management will be specific sources of knowledge that are rational, credible, and support decision making. Moreover, they can share their knowledge with others in the organization and apply the knowledge to their works more effectively. At the same time, it is the organizational development to increase the effectiveness of the organization which in accordance with Miller (2012), Carew et al. (2007), Linder & Brooks (2004), Schermerhorn, Hunt & Osborn (2008), De Wall's (2005) described that if everyone in the organization has a knowledge management approach by learning and has developed concepts as well as new abilities on their own, they will likely stay in the organization for the long term, which will benefit the entire organization.

4. Employees contribute to the development to be a high-performance organization. How much the organization can be developed depends on the ability to drive and solve human problems. If the employees in the organization have skills and knowledge which appropriate for their job also the promoting of knowledge and skills through training that can stimulate creativity, the organization will has increased capabilities. Therefore, the promoting and prioritizing the human resource as a valuable and the most important resource will make the organization will proceed with better efficiency which in accordance with Miller (2012), Linder & Brooks (2004), Jupp & Younger (2004), and Schermerhorn, Hunt & Osborn (2008) described that creating competitive advantage for the organization involves human resources and systems or processes in managing various human resources (Huselid, 1993; Karami, Analoui & Cusworth, 2004), This is known as HR functions or HR practices, such as recruiting training and development compensation and reward. Therefore, it is necessary to have guidelines for human resource management which can be considered an important resource for the competitiveness and capability of the current organization

Recommendation

1. Recommendation for NBTC

1.1 The executive should promote and support the organization's management and leadership by distributing authority to make decisions for employees at each level. This is because leadership plays a vital role in developing an efficient organization and building the trust of its employees.

1.2 The executive should give priority to organizational strategies. An organization that has clear strategies can achieve its mission and objectives, and understand the changes to the environment which promote its long-term survival and competitiveness.

1.3 The executive should pay attention to knowledge management within the organization, because effective knowledge management enhances the capability of making decisions and planning. It is the development of personnel and the organization, and the application of knowledge, that drive improvements in efficiency.

1.4 The executive should promote a strategy for personnel to acquire more skills and ability to match the job by providing training to encourage their creativity in order to upgrade the organization's performance. Therefore, the promotion of personnel as a valuable and significant resource will drive the organization's efficiency.

1.5 NBTC should promote and facilitate infrastructure, support access to factors that encourage the NBTC to be a high-performance organization such as organization structure, knowledge management, corporate culture and technology, etc. all of these characteristics to promote the implementation of coping strategies to manage the impact of the current situation of the organization effectively. Therefore, NBTC, government and stakeholders should use these factors to develop and plan to promote the organization to be a highly effective organization in the context of NBTC.

2. Recommendation for further study

2.1 Detailed study of each section should be conducted including other factors to know true problems which can be solved by results in the future.

2.2 Comparative research should be done by comparing with other agencies that have similar tasks to be guidelines to increase the efficiency of the organization.

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