

DEMOGRAPHICS AND UNDERSTANDING OF STRATEGIC PLANNING CONCERNING THE PERSONNEL INVOLVEMENT IN STRATEGIC PLAN FORMULATION

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Abstract

This research is qualitative research aims to study the differences between demographics and personnel involvement as well as the relationship of the understanding & attitude towards personnel involvement, organisational behaviours, and the personnel involvement in the strategic planning process. The samples used in this research are 154 lecturers and employees from the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi. A questionnaire was used as the data collection tool. In particular, the descriptive statistics include frequency, percentage, standard deviation, Pearson correlation were used to analyse the data. The research findings showed that the lecturers and staff from the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, who possess different demographics in terms of positions, also have different opinions towards the overall involvement in formulating the strategic plan. Whereas employees with different demographics in terms of genders, positions, and types of positions also have different opinions towards personnel involvement in the strategic planning process. Lastly, employees with different demographics in terms of positions also have different opinions regarding participation in the evaluation of the strategic planning process at 0.05 statistical significance level. Besides, the understanding of the strategic planning process in terms of vision formulation, planning, operations, and evaluation was correlated with the personnel involvement in formulating the strategic plan at 0.05 statistical significance level.

Keywords: Demographics, Understanding, Personnel Involvement, Strategic Plan Formulation

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Introduction

Nowadays, the world has constantly evolved in various dimensions, including technological advancement, economics, societal, and political development. These factors are necessary for changing the policies that govern Thailand. Therefore, to set the direction of our country with the 20-year National Strategic Plan for "Stability, Prosperity, and Sustainability", the government has formulated the long-term National Strategic Development Plan of 20 years (2017 – 2036) to develop and transform the country towards Thailand 4.0. Whereby, the government has urged all bureau units, both federal and regional units, as well as Public Universities that are supported by national budget to review and amend their organizational missions following the National Strategic Plan (Nonpati and Rattachatranont, 2016). These changes aim to raise Thai citizens' quality of life and achieving the stability, prosperity, and sustainability goal as stipulated in the Kingdom of Thailand's 2017 constitution. This constitution has stated that our country needs to have a National Strategic Plan that covers all dimensions of reformation with appropriate budgeting (Nonpati and Rattachatranont, 2016).

For organisations to handle all the changes and to formulate new missions that will resonate with the National Strategic Plan, they will require the work of internal employees as their primary source of the workforce. This is because the internal staffs are those who will be impacted and the one who makes the change for the organisation towards the desired directions set forth by their commanders. Thereby, the internal personnel have to pay attention and being involved in identifying the problems, as well as developing, improving, planning, following, and evaluating the work to ensure that the practicality and effectiveness are always up to date (Boonprasert, 1994).

For a greater acceptance or understanding of administration principles, the management has to clarify the changes and stress the importance of involvement as well as the direction that the organisation is developing or evolving to. This is for the employees to be informed and well-understood, as the personnel's awareness and understanding can lead to greater acceptance and involvement in the work process. Eventually, this can create a continuous development of the organisation and also generate organisational loyalty/engagement and responsiveness for greater organisational development among the employees (Noi-plook, 2014).

The researchers have decided to study the demographics, the understanding of the strategic planning process, and the personnel involvement in formulating the strategic plan of the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi. As the faculty is also another organisation supported by the government budget and needs to be reviewing its organisational mission following the National Strategic Plan to improve the citizens' quality of life for stability, prosperity, and sustainability.

Thereby, the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi has formulated the 2018 – 2021 strategic plan, which has stipulated the development direction under the vision of "Achieving the leader position in business administration education on the international level". This vision is also an answer to the government's national development

direction that aims to empower Thailand to be able to sustainably compete with strong community economy and becoming the constant learning society with a higher quality of life for its citizens (Policy and Planning Division, Policy and Strategic Planning, 2014).

The findings from this study will help the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, in identifying the demographics and the level of understanding towards strategic planning that is related to the personnel involvement throughout the process of formulating the strategic plan. This in turn will be the guideline on how to encourage internal teams to take part in the Faculty's strategic planning process for greater practicality and effectiveness as well as gaining acceptance on an organisational-wide level.

Research Objective

The aims of this research are as follows:

- 1) To study personal factors, knowledge & understanding, and personnel involvement in formulating the strategic plan.
- 2) To study the differences between the demographics and the involvement in the strategic planning process.
- 3) To study the relationship between knowledge & understanding and the involvement in strategic planning of the personnel from the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi.

Research Framework

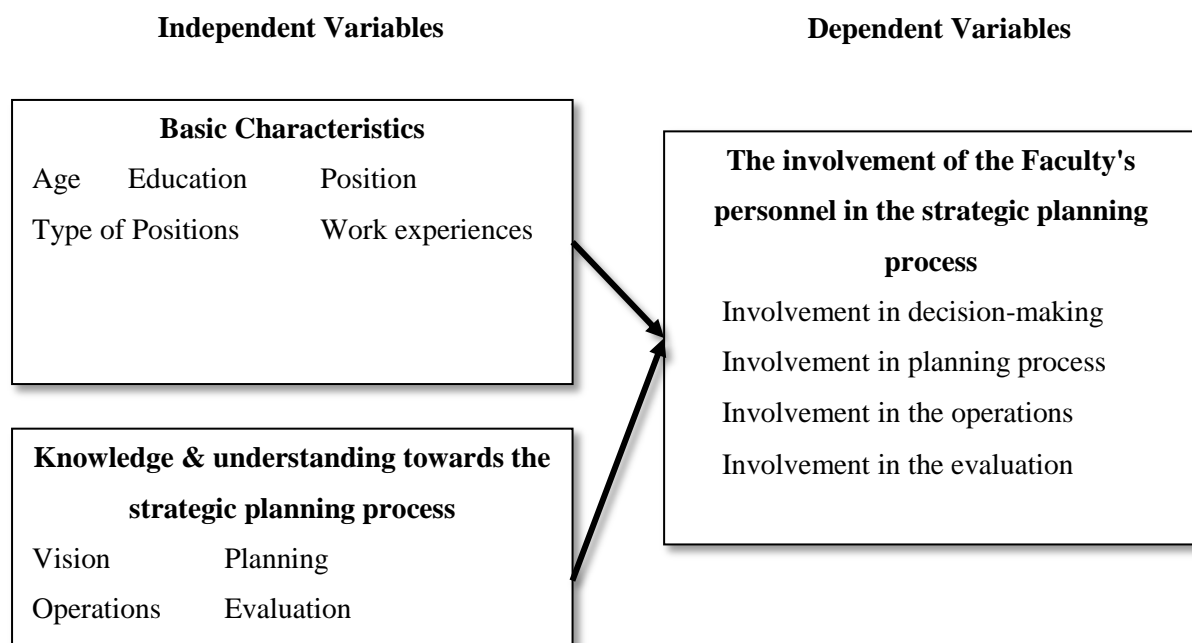


Figure 1 Research Framework

Hypothesis

Hypothesis 1 – the employees of the Faculty of Business Administration, RMUTT that have different personal factors will have different levels of involvement in the strategic planning process of the Faculty of Business Administration.

Hypothesis 2 – the knowledge & understanding of the strategic planning process is correlated with the involvement level in formulating the strategic plan of the Faculty of Business Administration, RMUTT.

Relevant Concepts and Theories

Relevant Concepts and Theories on Demographics

The word ‘Demographic’ is composed of 2 Greek words that are “demos” (means “people”) and “graphia” (means “description of”). Thus, the word “Demographic” refers to the description of such people, especially the descriptions of ages and genders (Golden, 2000). One academic study has found that demographic is used in the behavioural studies, social science, and economics studies (Ford, & DeJong, 1970), and it has been continuously used in these studies up to present. Today, the concept of demographic is the study of general factors of the population include gender, age, race, nationality, marital status, monthly income, career, and position. Mostly, the factors in the demographics will be used in various studies because researchers believe that different demographics may result in different desired outcomes (Chienwattanasook, Onputtha, & Teppang, 2018).

The study of involvement within the organisations or organisational activities has also applied some concepts from the demographic studies. For instance, the research of Kunanuwat (2016) that studied the citizen involvement in the local development of Sub-district Administrative Organisations in Bala and Kabang Sub-district, Kabang District, Yala Province. In this research, the findings indicated that the demographics of the staff, such as gender, age, occupation, income, and education, have differently affected the level of citizen involvement.

It is contrast with the study of Nonpati and Rattachattranont (2016), the citizen involvement in the formulation of the Local Administration Organisation’s development plan: the case study of Wat Lamud Sub-district Administrative Organisation in Nakornchaisri District, Nakorn Pathom Province. They found that personal factors in terms of genders, age, occupation, duration of stay, and income have differently impacted the level of citizen involvement in the formulation of the local development plan. However, the education factor does not affect citizen involvement in formulating the local development plan.

Meanwhile, the study of Kanpai (2015) on the citizen involvement in the tourism development plan of Cha-am municipality, Cha-am sub-district, Phetchaburi province, found that the citizens under this plan with different ages were indifferent in their involvement with this local development plan.

Besides, Siripornwut (2017) has also studied the citizen involvement in the municipality development planning process of Phrom Buri sub-district, Singhaburi Province. His findings showed that the citizens from the municipality of Promburi sub-district, Singhaburi province who have different genders, were similarly involved in the formulation of the municipality development plan. The overall involvement in every dimension from the receiving of benefits, decision-making, operations to the evaluation process was generally the same. Therefore, it can be observed that different demographics of the research populations in different contexts and environments will reflect differently on the outcomes of the researches.

Relevant Concepts and Theories of the Knowledge & Understanding towards Formulating the Strategic Plan.

Knowledge & understanding refers to the familiarity, awareness, or the understanding of a particular subject or thing such as fact, information, description, or skill acquired from experience or studying from exposures and the discovery or learning process (Siwapaet, 2006). Besides, the knowledge & understanding can be further classified into 2 categories, 1) intangible or invisible knowledge such as practical skills or expertise and 2) tangible or visible knowledge such as written-content, text, gesture/nonverbal communications, etc. (Nickols, 2000).

Moreover, the process of learning and acquiring knowledge consists of awareness and recognition through different channels of stimulus and senses, the communication via sending and receiving of messages, and the reasoning & evaluation. The knowledge & understanding part is significant support that encourages internal staff and employees to express their involvement and take part in the activities of the organisation, especially in the organisational strategic planning process. This is because any action at the organisational level will inevitably impact the personnel of the organisation. Besides, internal employees are those who enable the change within the organisation according to the commander's desired direction. Nevertheless, previous research has found that the problem of involvement in organisational activities was stemmed from the personnel's lack of knowledge & understanding towards the aspects that the organisation often demands involvement as well as the lack of understanding in the purpose and objectives of the activity (Noi-plook, 2014).

Relevant Concepts and Theories Regarding Personnel Involvement in Formulating the Strategic Plan

Involvement is a communication process in an open system, which is two-way communication between person to person, or within a group of people, community and organisation in the operations of activity or multiple activities both formally and informally. Besides, involvement is related to the process of having the people participated in the planning, thinking, decision-making, operating, and receiving the benefits, to achieve the mutual goal and promote unity and the sense of shared responsibility within the organisation (Rooptarm, 2002: 5).

The involvement and participation include meeting & discussion, problem identification, finding the solution, planning for a project or activity, establishing traceability, giving recommendations on auditing and maintenance to ensure that the activity or project will be achieving its objectives. Furthermore, this also includes the involvement in deciding the activity or direction that is most appropriate as well as involvement in the operations of the projects or activities and also participation in the follow-up and post-projects/activity evaluation (Vittathanang and Sappa-arsa, 2014). These involvements have to correspond with an individual's personal core value/belief (Reeder, 1974). The genuine involvement will lead to various benefits such as the acceptance of change from the internal team (Wongwanich, 2003), a better relationship between supervisor and subordinates, and the create greater employee engagement with the organisation (Sukhothai Thammathirat University, 1997).

Information on the Strategic Plan of the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi

A strategic plan refers to the direction or guideline that follows the mission to achieve the corporate vision and goal. Thus, an excellent strategic plan has to be formulated based on the corporate vision, which is the outcome of organisational brainstorming or the cooperation or expected cooperation among the organisation's employees. This vision is the mutual agreement of the organisation; it represents the goal or destination that the organisation aims to reach. Then, the vision will be transformed into tangible and measurable objectives.

More importantly, the organisation can use the strategic plan as a framework for performance assessment on each fiscal year. Furthermore, the strategic plan can be used as a guide to formulate the action plan that will later be used to create the fiscal budget plan as well (Nonpati and Rattachattranont, 2016). Today, the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi has formulated the strategic plan of 2018 – 2021 under the development direction of "Achieving the leader position in business administration education on the international level" vision. This vision also corresponds with the government's national development direction. The framework of developing the strategic plan consists of 6 strategic aspects: 1) the creation and development of advanced technological talents to support the National Strategic Plan 2) the development of research and innovation to support the country's targeted industries 3) the development toward international acceptance 4) the development of academic services in response to a sustainable quality of life of the community and the new economic zones 5) the conservation and passing on of the arts & culture, local wisdom and environment 6) the organisational development towards becoming University 4.0 and the University under the government supervision. The review and amendment of the strategic plan from the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi has to rely on employees who possess the knowledge &

understanding as well as their readiness to take part in formulating the strategic plan (Policy and Planning Division, Policy and Strategic Planning, 2014).

Methodology

The population in this study was the employees from the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, consisted of 154 lecturers and staff. The sample size was determined by the table of Krejcie and Morgan (1970), the researchers have found that this study requires data collection from 108 employees. However, as a data back up plan, the researchers decided to collect the data from 150 samples. Thus, the data collection was done randomly based on the convenient of the participants until the researchers have collected enough samples.

The data collection tool is a close-ended questionnaire. The questionnaire is divided into 3 parts:

1) The general characteristics of the respondents include gender, age, education level, position, type of position, and work experience, which are listed as choices for selection within each question.

2) The knowledge & understanding of the strategic planning process includes vision formulation, planning, operations, and evaluation.

3) The personnel involvement in the strategic planning process of the Faculty of Business Administration, includes involvement in the decision-making, involvement in planning, involvement in the operations, and involvement in the evaluation. The questions are scale-based questions with 5 levels to select from.

Apart from the tools used in researching and data collection, the findings were evaluated on its consistency by 3 academic experts. The research has also been assessed for data reliability. The questionnaire has acquired the reliability score on the knowledge & understanding towards formulating the strategic plan in terms of vision formulation, planning, operations, and evaluation as follows: 0.915, 0.916, 0.920 and 0.944, respectively. It also has the reliability score regarding the personnel involvement in the strategic planning process in terms of involvement in planning, operations, and evaluation equal to 0.972, 0.966, 0.938, and 0.948, respectively. These scores are more than 0.70, meaning that the data collected is appropriate to use in future studies or next steps (Hajiar, 2014).

For data analysis, the researchers used descriptive statistics include frequency, percentage, mean, and standard deviation, as well as interpreted the result based on the result interpretation standard (Best and Kahn, 2006). Besides, inferential statistics have also been used, include independent sample t-test, one-way ANOVA, and Pearson product-moment correlation. For the Pearson correlation score range, the score between 0.00 – 0.29 means a low positive relationship, from 0.30 - 0.49 means a moderate positive relationship, and 0.50 – 1.00 means a high positive relationship (Cohen, 1988). The findings will be illustrated in both description and table forms.

Findings

Basic Personal Characteristics of Respondents

The study indicated that the majority of 150 respondents are female (68.0%), aged around 41-50 years (32.7%) and graduated with post-graduate degree (36.0%), work as lecturers (56.7%), within the position type of University's permanent employee (34.0%). They have around 7-10 years of work experience (10.0%).

Level of Opinion towards Knowledge & Understanding and Personnel Involvement in Formulating the Strategic Plan

Table 1 Level of opinions towards knowledge & understanding and personnel involvement in formulating the strategic plan

Aspects	Mean	S.D.	Opinion
Knowledge & understanding in the strategic planning process			
- Vision formulation	3.48	0.77	high
- Planning	3.38	0.84	moderate
- Operations	3.45	0.77	high
- Evaluation	3.33	0.85	moderate
Personnel involvement in the strategic planning process			
- Involvement in decision-making	2.75	1.02	moderate
- Involvement in planning	2.94	1.05	moderate
- Involvement in operations	3.55	0.89	high
- Involvement in evaluation	3.10	0.91	moderate

The table above shows that the personnel of the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi has a moderate to a high level of knowledge & understanding towards formulating the strategic plan in multiple aspects. They also have a moderate to a high level of opinion in terms of involvement in the strategic planning process.

Results of Hypothesis Testing

Hypothesis 1. The personnel from the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi has different demographics in terms of genders, ages, educations, positions, and work experiences. They also have different levels of involvement in formulating the Faculty's strategic plan.

Table 2 The comparison of different levels of involvement in the strategic planning process by demographics

Variables	The comparison of different levels of involvement in the strategic planning process by demographics				
	Overall	Decision-	Planning	Operational	Evaluation
	Involvement	making	Involvement	Involvement	Involvement
	Involvement				
Gender	t = -1.797	t = -1.837	t = -2.468	t = -.401	t = -1.387
	Sig. = 0.075	Sig. = 0.069	Sig. = 0.015	Sig. = 0.689	Sig. = 0.168
Age	F = 0.682	F = 0.772	F = 1.452	F = 0.664	F = 0.631
	Sig. = 0.565	Sig. = 0.511	Sig. = 0.230	Sig. = 0.575	Sig. = 0.596
Educational	F = 1.391	F = 1.290	F = 2.503	F = 1.072	F = 0.884
Level	Sig. = 0.248	Sig. = 0.280	Sig. = 0.062	Sig. = 0.363	Sig. = 0.451
Position	F = 3.420	F = 1.440	F = 8.410	F = 0.714	F = 3.116
	Sig. = 0.035	Sig. = 0.240	Sig. = 0.000	Sig. = 0.491	Sig. = 0.047
Type of	F = 1.813	F = 1.599	F = 2.845	F = 1.484	F = 1.236
positions	Sig. = 0.129	Sig. = 0.178	Sig. = 0.026	Sig. = 0.210	Sig. = 0.298
Work	F = 0.990	F = 0.871	F = 1.383	F = 1.932	F = 1.373
experience	Sig. = 0.415	Sig. = 0.483	Sig. = 0.243	Sig. = 0.108	Sig. = 0.246

According to the table above, the research suggests that the personnel from the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi that have different positions also has different levels of involvement in the strategic planning process. When considering each aspect individually, the research shows that personnel with different demographics in terms of gender, position, and type of positions, also have different levels of involvement in the planning aspect of the strategic plan formulation. Also, employees with different positions have different levels of involvement in the evaluation aspect of the strategic planning process. However, the personnel with different demographics have an indifferent level of involvement in the decision-making and operations aspect at 0.05 statistical significance level.

Hypothesis 2. The knowledge & understanding towards formulating the strategic plan is related to the involvement in the strategic planning process of the personnel from the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi

Table 3 The relationship between the knowledge & understanding towards formulating the strategic plan and the involvement in the strategic planning process

Variables	The knowledge & understanding of formulating the strategic plan is correlated with the involvement in the strategic planning process				
	Overall involvement	Decision-making involvement	Planning involvement	Operational involvement	Evaluation involvement
Vision formulation	0.519**	0.478**	0.533**	0.412**	0.425**
Planning	0.482**	0.466**	0.513**	0.338**	0.394**
Operations	0.453**	0.422**	0.473**	0.329**	0.385**
Evaluation	0.427**	0.411**	0.451**	0.277**	0.378**

Remark: Pearson correlation between 0.00 to 0.29 means a low positive relationship, from 0.30 to 0.49 means a moderate positive relationship, and from 0.500 to 1.00 means a high positive relationship (Cohen, 1988)

The researchers found that the knowledge & understanding towards formulating the strategic plan of the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, in terms of vision formulation, planning, operations, and evaluation, is correlated with involvement in the strategic planning process of the Faculty's personnel on both overall picture and by individual aspects. These individual aspects include the involvement in decision-making, planning, operations, and evaluation at 0.05 statistical significance level.

Discussion and Conclusion

This research studied the relationship that the demographics and understanding of the strategic planning process have on the personnel involvement in formulating the strategic plan. The findings can be discussed and summarized below.

The employees from the Faculty of Business Administration with different genders have statistically indifferent opinions towards their involvement in the overall strategic planning process in terms of the involvement in the decision-making, operations, and evaluation. Regardless of gender, the personnel involvement in the overall strategic planning process in terms of decision-making, operations, and evaluation, all employees still have to cooperate, work together and participate in various aspects to ensure the achievement of the targeted organisational goal and vision. This is corresponded with the study done by Siripornwut (2017). His study showed that the citizens of Phrom Buri sub-district Municipality, Singhaburi Province, with different genders were indifferent in their overall involvement with the formulation of the Municipality's Development Plan in terms of involvement in receiving benefits, decision-making, operations, and evaluation.

In contrast, the personnel from the Faculty of Business Administration with different genders have statistical significance different opinions towards the level of involvement in the strategic planning process. This is similar to the study of Kunanutwat (2016), who found that personal characteristics in terms of genders can differently impact the involvement of the citizens.

The employees from the Faculty of Business Administration who have different ages have no statistically significant differences in their opinions towards the involvement in formulating the strategic plan in terms of decision-making, planning, operations, and evaluation. Even with different ages, employees were equally required to participate in the strategic planning process, whether on the overall level or in terms of involvement in decision-making, planning, operations, and evaluation. Similarly, this result is going in the same direction with the study of Kanpai (2015), who found that citizens with different ages were indifferent in their involvement with the Local Development plan.

Moreover, the employees from the Faculty of Business Administration with different levels of education have no statistically significant difference in their opinions towards the involvement in formulating the strategic plan in terms of decision-making, planning, operations, and evaluation. The involvement in the formulation of various strategic plans has to depend on the diversity of knowledges and educations to generate a vision that can guide the people in the organisation towards the same implementation approach and direction. In the same vein, Nonpati and Rattachattranont (2016) found that the education factor also does not influence the level of citizen involvement in the formulation of the Local Development Plan.

On the other hand, the employees from the Faculty of Business Administration with different positions have statistically significant differences in their opinions towards the involvement on the overall strategic planning process in terms of planning and evaluation. In particular, the personnel from the Faculty of Business Administration in the management and lecturer positions have higher opinion level towards the involvement on the overall strategic plan formulation, in terms of planning and evaluation, than the personnel in the staff positions.

Employees in management positions were the main people in charge of driving the organisation towards the targeted vision and strategy. They are also responsible for setting up the criteria for organisational performance evaluation. Consequently, the management team is required to take part not only on the overall level but also on the planning and evaluation of the strategic planning process. As a consequence of organisational culture within the university that emphasises those employees in lecturer position, and thus has assigned them as the main people in charge that were responsible for the planning and setting up of performance indicators for the evaluation.

Nevertheless, the personnel from the Faculty of Business Administration with different positions have no statistically significant difference in their opinion level towards the involvement in the formulation of the strategic plan in terms of decision-making and operations. This is because the mobilisation of the organisation in every dimension requires personnel involvement from multiple positions. Similarly, the study of Boonprasert (1994) stated that planning is one of the crucial tools for

systematic and effective management, which also requires cooperation in planning to ensure successful and effective collaboration in the operations.

The employees from the Faculty of Business Administration with different types of positions have no statistically significant difference in their level of opinions towards the involvement in the overall strategic planning process in terms of decision-making, operations, and evaluation. This is because even with different types of positions, employees have to be involved in expressing their opinions for decision-making, operations and completing the work as well as taking part in their performance evaluation on equal ground and standard.

The personnel from the Faculty of Business Administration with different types of positions have a statistically significant difference in their level of opinions towards the involvement in formulating the strategic plan in terms of planning. Likewise, Reeder (1974) stated that the involvement of the citizens would only take place when implementation corresponds with their core values/beliefs or their interested benefits. Mostly, the person and the group will usually do things that they believe should be done or on the occasions that they support.

Furthermore, the employees from the Faculty of Business Administration with different work experiences have no statistically significant difference in their level of opinions towards the involvement in the formulation of the overall strategic plan in terms of decision-making, planning, operations, and evaluation. Since the employees from the Faculty of Business Administration with different work experiences, when entered into the organisation they all need to be involved in the overall strategic planning process in terms of decision-making, planning, operations, and evaluation. Every outcome of the strategic plan will similarly affect all employees, whether with a low or high level of work experience. This is resonated with the study of Wongwanich (2003), who asserted that a true involvement arose in a form that all citizens have participated or involved in the decision-making of each step during the operations until it is successfully completed.

The knowledge & understanding towards the formulation of the strategic plan, in terms of operations, planning, vision formulation and evaluation, is correlated with the involvement in the formulation of the overall strategic plan and also going in the same direction. Employees who have the knowledge and understanding of the relevant aspects will often enjoy and interested in participating in such activity. Noi-plook (2014), who studied the citizen involvement in the planning process, also suggested that the overall involvement of the citizens was at a moderate level. It indicated that the citizens still haven't fully understood the objective and importance of formulating the plan. Thus, to encourage further involvement, the organisation has to focus on building a greater understanding of the involvement. Problems and needs have to be prioritized to generate solutions accordingly. This will help solve the issues according to the needs of the citizens.

Recommendations

Recommendations from this Research

As a recommendation for implementation and operations, the Faculty of Business Administration has to motivate employees of all genders to express their opinions and involve in formulating the strategic plan from the planning stage to the suggestion of improvement and solution for operational traceability. More importantly, the Faculty of Business Administration has to empower its employees in the staff positions to participate in the Faculty's vision, mission, and strategy formulation. They should be given a chance to be involved in the strength and weakness analysis of the Faculty as well as involved in the formulation of the plan and recommendations for solving the problems.

Furthermore, the personnel from the Faculty of Business Administration with permanent employee types of positions should be encouraged to participate in the decision-making, planning, operations, and evaluation of the Faculty's strategy. Lastly, the organisation should also build the knowledge & understanding towards the formulation of the strategic plan for its employees in the Faculty of Business Administration both in terms of decision-making, planning, operations, and evaluation of the Faculty's strategy. This will enable to organisation to have an effective plan and strategy that are most beneficial for the personnel of the Faculty of Business Administration in every dimension. This could be done by promoting the activity on news board, internal letters, work guidebooks, etc.

Recommendations for Future Researches

1. This study focuses on the personal factors, knowledge & understanding of the formulation of the strategic plan and the personnel involvement in the strategic planning process. Therefore, future researches should explore other variables such as the organisational culture factors, internal & external environment, motivational factors, etc. that may affect the personnel involvement in formulating the strategic plan of the Faculty of Business Administration.

2. This research aims to only study within the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi. Therefore, future researches should expand its research boundary in terms of sample groups such as using other faculties and universities. This is because the expansion of research scope by sampling from other faculties and universities may yield out different results.

3. This study only used the questionnaire as its data collection tool that may offer a broad perspective but may also lack in-depth data. Thus, future researches should consider using other methods in their studies such as in-depth interviews, focus group interviews, etc. to gain more insights as well as using a combination of study methods to reconfirm the findings from this research.

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