
The Organization of Excellence Management driven through Sustainability in Thailand: A Challenge for the Lampang Chamber of Commerce

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Abstract

This research aims to explore the factors influencing the success of the organization management towards the sustained excellence of Lampang Chamber of Commerce. The research is qualitative research method with grounded theory as the research strategy. The 32 key informants were executives of the Lampang Chamber of Commerce and the members. The in-depth-interview technique was used to collect data. The major results are the factors of organizational management of Lampang Chamber of Commerce consisted of achievement motivation, customer focus, the process management in reality, development of people in the organization, executive support, participation of people in the organization, the continuously enhancement in learning, innovation, improvement and the organizational culture of excellence. This research is advantageous to government agencies and also the Chamber of Commerce in Lampang for using these findings to ascertain strategies and determination in organization management in order to conduct organization to the sustained excellence and be the well-corporate organization.

Key words: Organization, Excellence Management, Sustainability



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INTRODUCTION

Lampang Chamber of Commerce has a mission to serve businesses in Lampang as well as the public, society and nation. Lampang Chamber of Commerce is the new Chamber of Commerce in Thailand. It was founded only 3 years ago. It is responsible for organizing various activities and supports the members to drive the business successfully (Lasrado, (2017. All mentioned above is the mission of the Lampang Chamber of Commerce. The Lampang Chamber of Commerce is trying to implement activities following the strategy of the Thai Chamber of Commerce. By running the strategy, it faced the problem about organization management which is a sustained excellence in the integration of members of the Lampang Chamber of Commerce (Mann, Adebajo & Tickle, 2011). Therefore, there is a Research question on how does the Lampang Chamber of Commerce manage the organization for the sustained excellence? This research is expected to be beneficial to government agencies and also the Chamber of Commerce in Lampang. Lampang Chamber of Commerce is still able to use these findings or results to determine strategies and resolution in organization management in order to lead organization to the sustained excellence and be the well-corporate organization (Pozega, Crnkovic & Udovicic, 2014; Enquist, Johnson & Rönnbäck, 2015).

RESEARCH OBJECTIVE

An objective of this research is to explore the factors influencing the success of the organization management towards the sustained excellence of Lampang Chamber of Commerce.

LITERATURE REVIEW

Organization of Excellence

The definition of Organization of Excellence is to accomplish by combining organizational features together (Srivastava, 2014; Randhawa, & Ahuja, 2017). Although the Organization of Excellence is always required by the business stakeholders, as well as employees and Administrative section, who have great interest on it because of their personal relationship with the organization (Farahmand, 2013). On the one

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hand, chief executives and employees must play a constructive role in shaping corporate norms and values to drive to the path of excellence for business (Mann, Adebajo & Tickle, 2011).

The characteristics of excellence organizational management

Organizational characteristics of management that lead to the organization of excellence consist of (1) the organization must be successful in its operation and able to respond to the needs of its stakeholders. (2) the organization dedicates to provide its members and customers with value added for them. (3) the leader of the organization adheres to the aims of an operation and also has a vision on achieving the goals. (4) the organization is managed by processes and facts. Its work systems are independent and linked to the processes and facts. (5) the organization develops the personnel and the people involved in order to continually develop their potential of good performance. (6) the organization supports the creative learning through innovation and continuous improvement. (7) the organization develops and maintains the value added for its partners and members. (8) the organization has social responsibility and appropriate operation which are above the minimum of social standards (Mann, Adebajo & Tickle, 2011; Farahmand, 2013; Srivastava, 2014; Randhawa, & Ahuja, 2017)

Organization Management for Sustained growth and excellence

Sustainable development is the development of the organization that best fits the current situation, which meets the needs of the organization (Raharjo & Eriksson, 2017). Sustainable development consists of two main concepts which are "needs" and "ideas". For this reason, the goals of economic and social development must be defined by the conditions of sustainability in the country (Petric & Gomiscek, 2011).

Mann, Adebajo & Tickle ((2011 and Vercic & Zeffass (2016described that sustainable business management has key factors that consist of: (1) Innovation (2) Understanding of stakeholders and (3) Effectiveness of business. The key factors of sustainable business management focus on the core activities of the organization which are: (1) Raw material and energy management (2) Product Lifecycle (3) Customer Satisfaction (4) Attentiveness of social business activities and (5) Being profitable.

The standardization of sustainable business management depends on the situation of each organization and must be supported by members of the organization (Gotzamani et al., 2017). Organizational sustainability can be accomplished through organizational evaluation and convey vision and sustainable strategies to sustainable enterprise management systems and the application of innovation (Marcel et al., 2004). The summary of business management to Excellence is a tool that combines opportunities, market conditions, and the needs of shareholders in a sustainable development way. Business management to Excellence is also aiming to achieve a performance and strategies that supports sustainable organizational goals which causes (Gomiscek & Pibernik, 2011; Enquist, Johnson & Rönnbäck, 2015: (1) Coordination (2) Control and (3) Movement in the organization along with the setting of standards, objectives, obligations, and create a sustainable corporate strategy under the framework of the market and industry situation.

RESEARCH METHODOLOGY

This research was a qualitative research method and the research strategy was grounded theory. The researcher collected data on qualitative research by in-depth interviewing people, who were 12 executives of the Lampung Chamber of Commerce and the 20 members. The research tools were a semi-structured interview which was used to collect data. The data collecting was done by using triangulation in order to get most of true information. Then analyze and synthesize the variables derived from the study of phenomena (Shenton, 2004). The data from the analysis was phenomena and tacit knowledge (Hanson, et al, 2005). Therefore, the analysis and synthesis of the variables was completed and written as a variable relevance conceptual framework (Creswell, 2003).

RESEARCH RESULT

Based on the research question, how does the Lampung Chamber of Commerce manage the organization to the sustained excellence? It was found that the Lampung Chamber of Commerce had the appropriate

strategy for managing the organization by: (1) Focusing on taking good care of and following up the members. (2) Quickly responding to the operational environment of the organization. (3) Clearly setting goals and direction of organization's performance. And (4) Establishing good relationships with the involved organization and its members. This resulted in the success of the Lampung Chamber of Commerce in managing and sustainable growth.

Therefore, Lampung Chamber of Commerce had managed the organization through proper structure and management process. It was organizational structure design which was consistent with strategy, process development, member process management and process improvement of all systems. So Lampung Chamber of Commerce succeeded in managing the organization to sustainable growth.

The Factors of Organization Management to Sustained Excellence of Lampung Chamber of Commerce were: (1) Achievement Motivation. It was an achievement of the results of work which was the achievement of all stakeholders of the organization. (2) Membership focus. It is to deliver sustainable value to our members, both the existing members and targeted members. (3) Sustainable management processes. It included organizational management in interdependent systems, reciprocal relationships, processes and facts. (4) Development and participation of people in the organization. It was to support, improve and let the members participate. (5) Executive Support. It was about being a good leader who had leadership and vision, focused on performance, change, learning, seized core values of the organization, and supported knowledge management in the organization. (6) Development of business cooperation between organizations. It could be seen as the development of business cooperation between other chambers and other trade associations. It was also to maintain value of business cooperation between organizations. (7) The continuously enhanced learning, innovation, and improvement to address the challenges of change. And (8) Organizational culture of excellence. It meant that The Lampung Chamber of Commerce had the organizational culture integrating the efficiency of members' performance and their enthusiasm of working by creating a work environment that was trustworthy and was able to share information. The Chamber also encouraged members to work by focusing on the results and have a perspective of long-term operations.

In summary, the factors of organizational management of Lampung Chamber of Commerce to the sustained excellence were: (1) Achievement Motivation (2) Customer focus (3) The process management in reality (4) Development of people in the organization (5) Executive Support (6) Participation of people in the organization (7) The continuously enhancement in learning, innovation, and improvement And (8) Organizational culture of excellence

RESEARCH RECOMMENDATION

Based on the research results, the researcher would like to advice on how to achieve the goal of success in the organization management and sustainable growth to the Lampung Chamber of Commerce as follows:

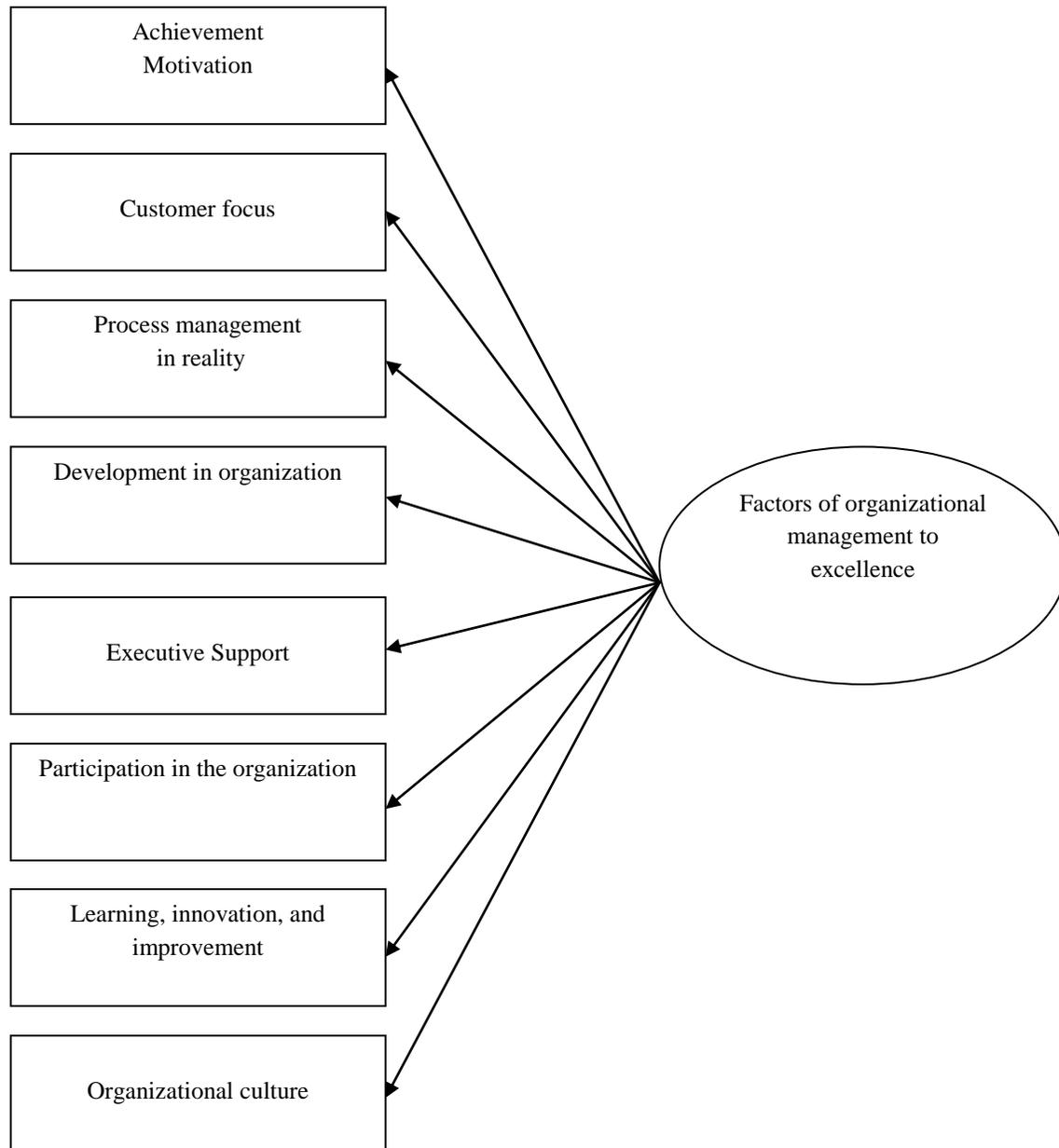
1. The Lampung Chamber of Commerce should set a strategic model for organization management by: (1) Setting the strategy to closely take care of and follow up the members. (2) Setting the strategy to quickly respond to the business environment for giving information to members. (3) Setting the strategy to clearly set the goals and direction of organization's performance. (4) Setting the strategy to establish good relationships with the involved organizations and also other trade associations in a province. These strategies will be beneficial for the success of the Lampung Chamber of Commerce in managing and sustainable growth.

2. The Lampung Chamber of Commerce should provide: (1) Organizational Design for Excellence (2) Process Development (3) Process Management and (4) Process Review which is a part of the structure and process change that will affect the success of the Sustainable Organization Management of the Lampung Chamber of Commerce.

3. The Lampung Chamber of Commerce should develop and maintain the continuity of organization management to excellence by (1) Achievement Motivation (2) Customer focus (3) The process management in reality (4) Development of people in the organization (5) Executive Support (6) participation of people in the organization (7) The continuously enhancement in learning, innovation, and improvement And (8) Organizational culture of

excellence. These are important parts of organization management to excellence and affect to the success of the Lampang Chamber of Commerce in managing and sustainable growth.

Figure 1 The Factors of Organization Management to Sustained Excellence of Lampang Chamber of Commerce



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