

# EFFICIENCY IN THE PERFORMANCE OF DUTIES RELATED TO THE PROTECTION OF NATIONAL INTERESTS IN THE THAI SEA

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## ABSTRACT

The objectives of this research were 1) To study the level of operational efficiency in protecting national interests at sea. 2) To study factors affecting operational efficiency in the defense of national interests at sea. A questionnaire was used to collect data from 243 practitioners who had previously worked under the command of the Maritime National Interest Center. Statistics were used to analyze the data, including frequency, percentage, mean, standard deviation, and multiple regression analysis. The results showed that 1) operational efficiency in protecting national interests at sea; the overall picture is at the highest level. When considered individually, it was found that it was at the highest level in terms of working personnel, performance, and motivation. As for the policy and management aspects, the resource aspect used in the operation was at a high level, respectively. 2) Factors in the work system, management style, and skills had an influence on the performance in maintaining national maritime interest results in 67.3%.

**Keywords:** Operational efficiency, protection of national maritime interests

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## INTRODUCTION

The maritime benefits are enormous. The sea is not just a country's economic frontier or can be just a tourist attraction in fact. The sea is a symbol of great resource wealth. The sea is an area with great potential to promote the country's economic growth by fostering employment and innovation. The maritime economy encompasses many marine industries, including transportation, fisheries, and offshore wind power. This includes marine biotechnology as well as natural assets and ecosystem services at sea that are available to mankind, such as aquatic animals, sea lanes, carbon dioxide absorption, etc. Humans have been exploiting terrestrial resources ever since. Until the loss of land resources because of their destruction, they began to take advantage of marine resources. (Taelman et al., 2014)

In the 21<sup>st</sup> century, leading countries around the world attach great importance to marine resource management and gradually integrate it. Integrating marine resource management into routine operations requires a directly responsible agency. In 1829, the United Kingdom was the first country to publish a guideline for the Coast Guard on the management of discipline and direction in the performance of ship defense duties to save lives and protect property. There is a decentralized marine management system. Assigned to the Maritime Aviation and Environment Unit of the Ministry of Foreign Affairs. Responsible for the coordination of maritime policy and law and has applied market mechanisms in navigation, maritime management systems, and the marine licensing system. The Coast Guard in the UK is owned by the HM coast guard and is responsible for search and rescue operations. response to pollution ship traffic management Accident and Disaster Response Maritime Security Customs/Border Control Fisheries control and law enforcement are operated by border troops, environmental agencies, and police forces, respectively. Border maintenance is the responsibility of other agencies. For France has established It is a system that centralizes the management of marine resources. The Ministry of the Sea was established in 1981, responsible for marine fisheries and aquaculture management. Marine hydrocarbons, including other mineral resource management and marine renewable energy management. As for Australia, it is a country that has been successful in innovative marine resource management. Integrated Marine Management Program Community Service or Coastal Protection Programs have been in use since 1995, promoting community involvement in the protection and management of coastal areas through cooperation and management between communities and government agencies. state And in 2004, the United States formed the National Commission on Ocean Policy, providing several key ocean policy recommendations. The United States management system is hybrid, that is, it is both centralized and decentralized. New laws and sea maps were enacted. To manage the maritime affairs distributed by various agencies and concentrated in the central government. The central government will have a specific agency responsible for the operation. The federal government is responsible for managing marine resources within an area between 300-200 nautical miles, while the states are responsible for managing marine resources within 3 nautical miles of their territorial waters. (Seas and Oceans and National Maritime Interests, 2018)

The initial aim of establishing the Coast Guard was to maintain the security of the maritime landscape, not to go to war (Paleri, 2008). A further important reason was the 1982 United Nations Convention on the Law of the Sea (The United Nations Convention on the Law of the Sea (UNCLOS)), the role of the Coast Guard has become even more prominent. Because the threats in today's world have changed. The Coast Guard is designed for law enforcement and services for marine geological interests. geopolitical stability Not designed for war like the Navy, the nature of the duties and roles of the Coast Guard have changed rapidly under each nation's constitution. and international law over the past decade. The Coast Guard as an organization under the Navy has decreased in number, and a new Coast Guard has been

established responsible for maritime safety, protection of natural resources, maritime mobility, maritime security, and national defense (Domohue, 2010).

The Coast Guard (Coast Guard) or maritime security organization of a country has a variety of responsibilities that vary from country to country, such as being a heavily armed military force, who being in charge of customs and security. Maritime law enforcement and ship safety Border maintenance and control to being a volunteer organization assigned to search and rescue to help people The Coast Guard model may be a division of the Navy or Marine Police or a body with its own mandate. A survey of the Coast Guard in 276 countries around the world found that there were 100 countries where information could not be found. There are 72 independent countries with their own jurisdictions, with the Coast Guard serving with the Navy in 71 countries and the Navy serving as the Coast Guard in 33 countries (Paleri, 2008).

Thailand has a maritime zone under the United Nations Convention on the Law of the Sea. 1982 was equal to 323,488.32 square kilometers, which represents approximately 60 percent of the land territory with an area of approximately 513,115 square kilometers with coastline lengths both the Gulf of Thailand and the Andaman coast, including the northern Malacca Strait. The total length of the coast in Thailand is 3,148.23 kilometers, covering 23 provinces. The eastern part is Trat, Chanthaburi, Rayong, Chon Buri, Chachoengsao, Central Region, Samut Prakan, Bangkok, Samut Sakhon, Samut Songkhram, Phetchaburi, and Prachuap Khiri Khan. and the southern region is Chumphon, Surat Thani, Nakhon Si Thammarat, Phatthalung, Songkhla, Pattani, Narathiwat, Ranong, Phang Nga, Phuket, Krabi, Trang, and Satun, consisting of 6 provinces on the Andaman coast and 17 on the Gulf of Thailand. 248.33 km. The province with the shortest coastline is Bangkok, which has a coastline of only 7.11 kilometers in the Bang Khun Thian district (Information of seaside provinces, 2017).

Many scholars have proposed the effective management of marine resources. Therefore, it should be a centralized unit in a single unit. It will be able to manage the marine resources in an integrated way to overcome the problem better than the management of the marine resources by an agency. Scattered by different ministries to reduce redundant management problems. Lessons learned were not taken to solve the problem. Because of unclear responsibility, and there is often a problem with coordination (Stephenson et al., 2019). Being a single agency takes into account the diversity of stakeholders involved in management to bring results closer to reality (Ban et al., 2019; Giglio et al., 2019) and reduce community disputes. Including cooperating to deal with complex problems effectively (Day and Dobbs, 2013; Singleton, 2000), because managing the matrix and top-down bureaucracy is not enough to solve the conflicting problems of natural resource use. by sea sustainably Scholars therefore propose that different expertise and values should be integrated. Including methods for evaluating many criteria from many agencies in the same place. Implement decision-support tools for integrated coastal zone management. To avoid value conflicts and uncertainty in the management process (Garmendia et al., 2010).

From the importance of the above problems, the researcher realizes the problem of protecting the interests of the sea, so he wishes to study the effectiveness of operations concerning the protection of national interests in the Thai sea. To be a guideline for the development of a mechanism to protect the interests of the Thai maritime nation in an appropriate and practical way to achieve the goal of the safety of life and maritime property, which means the safeguarding of the maritime interests of Thailand. Thailand that is about to disappear forever. If there is no agency that is directly responsible, it may lead to lack of good management. Therefore, it is necessary to have a Coast Guard that is appropriate to the context of Thailand to be effective in protecting Thailand's maritime interests.

## LITERATURE REVIEWS

### Concepts and theories about operational efficiency

The efficiency of work means that the potential competent officials are able to work to produce results according to the objectives set in business to increase productivity as well. There are many scholars who have given the meaning of efficiency as follows Thongchai Santiwong and Chaiyot Santiwong (2017: 314) stated that efficiency means having high performance in operations that produces maximum results where the output is higher than that of the resources used, and Rapee Kaewcharoen (2018: 19) said that efficiency means being fluent in working to achieve the organization's goals. Person means to get the job done with minimal loss of time and energy, including working faster and getting a good job. Be a person who intends to work with full competence. Use tactics or working techniques that will produce a lot of results. It is a satisfactory quality work with the least wastage of cost, expense, energy, and time, in line with Natthan Thanadrob (2020: 35). Efficiency means individual action that has the ability and readiness to strive and devote themselves willingly to performing their duties fluently. With discipline, there are rules to complete the work on time, quickly, accurately, and with quality and standard. Efficiency in the performance of work must be derived from diligence and responsibility. And attentive to work with a mind of honesty and loyalty to the organization, and John D. Millet (John D. Millet, 2014: 4) said that efficiency means performance that causes satisfaction and earns profits from operations.

Zollisch & Langsner (2016: 18) discussed the components of operational efficiency, consisting of 1) Policy and management, meaning the policy of the organization's executives to guide employees to perform 2) Operational personnel refers to the characteristics of employees performing in each position with knowledge and competency according to the assigned job position. 3) Operational resources refer to the availability of sufficient resources for operation and efficient and ready to use. 4) Operation means having an efficient work process and being quick on time. And work according to the organization's goals. 5) Motivation refers to the motivation in the performance of employees in the organization, such as compensation, advancement support, etc.

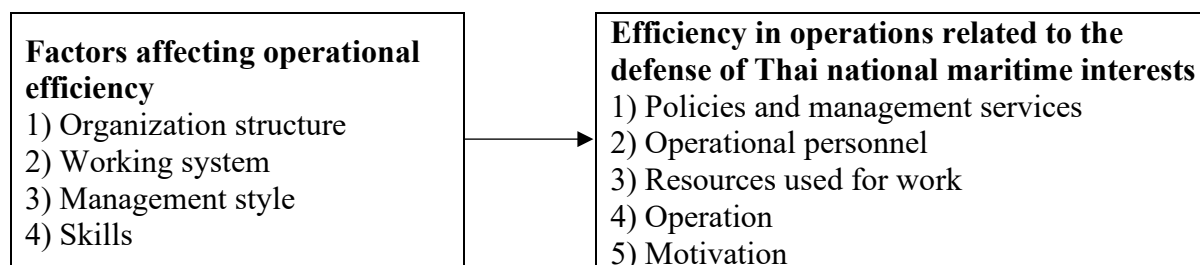
The McKinsey concept is a method for analyzing factors within an organization, which is one tool that has been used. In an analysis of organizational management that will help the management of the organization operate more efficiently, McKinsey said that the success of the operations of various organizations or management that accomplish that depends on the variables that are related to each other. There is an administrative system. Alignment of jobs and departments in line with the organization Amnat Watjinda (2020) implies that the structure is an organizational structure that shows the relationship between duties and responsibilities, including the size of the control, the centralization of power, and the decentralization of executive power. The division of work structure according to duties, products, customers, and regions is appropriate. 2) Work system (system) refers to processes and work sequences that must be consistent (compatible). The work system should be consistent in the same direction as other subjects, with an organizational management system strategy adjustment and striving for excellence. This is in line with Abhisit Kritcharoen's (2018) states that a system means various elements that are related and depend on each other. with various components working together in combination In order to achieve the goals. Amnat Watjinda (2020) implies that the system (system) means the operation according to strategies to achieve the goals as set apart from the proper structure and good strategy. Organizing the working system is also very important. 3) Style of management (style) refers to the management style with decentralization and division of executive power. The review of management and internal performance of executives, organizations, and the leadership of executives is consistent with Pracha Tansenee (2017), who mentions management style and behavior patterns in the performance of executives as one important component of the organizational environment. Organizational

leadership has been found to play a critical role in the success or failure of an organization. All are consistent. 4) Skills mean the potential of the organization to use skills. outstanding ability Expertise in production, sales, and services, in line with Amnat Watjinda (2020), means outstanding expertise in production, sales, and service, considering the skills or expertise of the organization as a whole. whether they have expertise in any field, and Pracha Tansenee (2017) said that it is the operational skills of human resources in the organization.

According to the literature review, the following research hypothesis can be formulated:

H1 Organizational structure factors, work systems, management styles, and competence skills affect operational efficiency in the defense of thai maritime national interest.

From the literature review, the conceptual framework can be drawn as shown in Figure 1.



**Figure 1** Conceptual Framework

## RESEARCH METHODOLOGY

The population in this study consisted of 620 practitioners and formerly working in the command of the Maritime National Interest Directive Center (National Maritime Interest Directive Center, 2022) and a sample of 243 people was obtained from the formula for calculating a sample of Yamane (Taro Yamane, 1973). The reliability was obtained at the 95% level with the stratified sampling.

The research tool was a questionnaire consisting of Part 1: Respondents' personal factors included gender, age, education level, and income. The questionnaires are selective questions. Part 2: Factors affecting operational efficiency. The nature of the questionnaire is Likert Scale with 5 scoring criteria, namely, the highest equals 5 points, the high equals 4 points, the medium equals 4 points, the least equals 2 points and the least equals 1 point. Part 3. Efficiency in the performance of duties related to the protection of national interests in the Thai sea. The questionnaire is a Likert Scale with 5 scoring criteria with the highest equals 5 points, the high equals 4 points, the medium equals 4 points, the least equals 2 points and the least equals 1 point.

Before using data collection tools, the Index of item objective congruence (IOC) and questionnaire validity test via Cronbach's alpha were performed systematically. The examination found that the IOC was 0.886 and the Cronbach's alpha was 0.983, indicating that the research tool was of sufficient quality (Polit & Beck, 2006; Hair et al., 2012). To obtain this study data, a questionnaire was sent to practitioners who had worked in the command of the National Maritime Interest Command. The descriptive statistics used to analyze the data were frequency, percentage, mean, standard deviation, and multiple regression analysis.

## RESEARCH RESULTS

1) Most of the respondents were male 86% aged between 31-40 years old 63% graduated with a bachelor's degree 58% and had an average monthly income from 20,000-25,0000 baht 52%.  
2) Operational performance in relation to the defense of national maritime interests The overall picture is at the highest level. When considered individually, it was found that it was at the highest level in terms of working personnel, performance, and motivation. As for the policy

and management aspects, the resources used in the operation were at a high level, respectively, as shown in Table 1.

**Table 1** Mean and Standard Deviation of Operational Efficiency in the National Maritime Defense of Interest

Aspect	Description	$\bar{X}$	S.D.	Interpretation of results
1)	Policies and management services	4.10	0.56	Much
2)	Operational personnel	4.70	0.49	Very Much
3)	Resources used for work	3.80	0.62	Much
4)	Operation	4.30	0.53	Very Much
5)	Motivation	4.30	0.54	Very Much
<b>Total</b>		<b>4.24</b>	<b>0.40</b>	<b>Very Much</b>

3) Functional system factors are valuable  $\beta$  equal to 0.418 Management style is valuable  $\beta$  equal to 0.413 and skills and abilities are valuable  $\beta$  equal to 0.134 which showed that there was a statistically significant positive influence on the operational efficiency in the defense of national interests at sea at the level 0.05. By Value Sig. equals to 0.000, 0.022 and 0.006 which is consistent with the assumptions set When analyzing the correlation coefficient (R) is equal to 0.872 This indicates that the group of independent variables is highly related to the dependent variable and the forecast coefficient is equal to 0.673 This indicates that the group of independent variables affects the efficiency of operations related to the defense of national maritime interests by 67.3%.

In order, the equation can be written as follows.

$$Y = 1.336 + 0.418X_2 + 0.143X_3 + 0.134X_4$$

From the regression coefficient analysis, it was found that factors, work systems, management styles, and competencies, were able to predict the effectiveness of operations in the defense of national maritime interests. The working system factor had the greatest effect on the forecast. (Beta = 0.245). Followed by management style (Beta = 0.093) and skill (Beta = 0.088) The details are shown in Table 2.

**Table 2** Multiple regression analysis of factors influencing the performance of maritime national interests protection operations.

Factors	Unstandardized (b)	SE	Standardized (β)	t	Sig.
(Constant value)	1.336	0.106		12.635	.000
Organization structure (X <sub>1</sub> )	0.022	0.029	0.034	0.763	.446
Working system (X <sub>2</sub> )	0.245	0.028	0.418	8.869*	.000
Management style (X <sub>3</sub> )	0.093	0.040	0.143	2.300*	.022
Talent Skill (X <sub>4</sub> )	0.088	0.031	0.134	2.787*	.006
R = 0.872		Adjusted R <sup>2</sup> = 0.673			
R <sup>2</sup> = 0.760		SE = 0.152			

\* Statistical significance at the 0.05 level

## DISCUSSION & CONCLUSION

The study of operational efficiency in protecting national interests at sea, the researcher brought the important issues to discuss the results according to the research objectives as follows.

1) Operational performance in relation to the defense of national maritime interests The overall picture is at the highest level. When considering each aspect, it was found that it was at the highest level. in terms of workforce, performance, and motivation. In terms of policy and management, resources used in operations were at a high level. The case is probably due to the reason that the workers about the treatment of the national interests must be those with specific skills. Therefore, operators must have specific qualifications in their operations and must have strength. Motivate in the performance Implement organizational policies and management and utilize resources efficiently. The results of the study are consistent with the research results of Thinphan. Jongthanaphumpattana (2017) Performance of Personnel Performance, Marketing Promotion and Business Development Department, Marketing and Sales Management Office, Trade Organization of the Office of Teacher Welfare and Education Personnel Promotion Commission (NorSorKhor). The research results showed that the operational efficiency of personnel was at the highest level.

2) Factors of work system, management style, and competency have an influence on operational efficiency in maritime national interest defense, 68.3%. This may be due to the fact that maritime national defense workers have good working systems, management styles that guide their operations, and have the skills and abilities. In doing so, it will increase the efficiency of operations related to the protection of national interests at sea. The study results are consistent with Boonyuen Ratanachatri's research (2019) studied factors affecting performance efficiency of Satun provincial administrative personnel. The research results showed that work system factors, management styles, and skills and abilities influenced the performance efficiency of Satun provincial administrative personnel at a statistical significance level of 0.05.

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