

DEVELOPING EFFICIENCY TOWARDS EXCELLENCE IN THE ORDNANCE DIVISION OF THE ROYAL THAI POLICE

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ABSTRACT

The objectives of this research are: 1) to study the level of efficiency development towards excellence of the Ordnance Division, Royal Thai Police. 2) to study factors affecting the development of efficiency towards excellence in the Ordnance Division, Royal Thai Police. A questionnaire was used to collect data from 349 police officers working in the Police Strategic Office. Statistics were used to analyze the data, including frequency, percentage, mean, and standard deviation. And multiple regression analysis. The results of the research found that 1) Developing efficiency towards excellence of the Ordnance Division Royal Thai Police Overall, each aspect is at a high level in terms of planning. Administrative aspects and control aspects 2) Strategic management factors Personnel development use of information technology Commitment to the organization influences the development of efficiency towards excellence in the Ordnance Division, Royal Thai Police.

Keywords: Development, Efficiency, Excellence

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INTRODUCTION

Due to globalization and the rapidly changing environment, both economically, socially, and technologically, these changes are important factors that affect the lives of people and the environment of organizations. As a result, organizations need to find ways to adapt to changes in order to increase organizational efficiency and effectiveness. To support the challenges of the changes that occur and increase competitiveness. For the survival and growth of the organization, according to the concept of Boonkiat Karawekpan (2019: 5), organizational development is therefore an important choice to maintain competitive status. By increasing efficiency and effectiveness to achieve success in work. To develop knowledge for personnel sufficient for their work. Including knowledge development and creating a knowledge base. Organization of communication Changing culture and attitudes and creating a new vision for a learning organization. To creatively apply knowledge to keep up with changes. It helps the organization adapt to change efficiently, fully understand the competitive world, and develop towards sustainable excellence. Which is consistent with (Ducker, 1995: 76-79)

At present, there are many agencies, both government and private sector, that have given importance and brought various management tools to develop their agencies to become excellent organizations. In important government sectors, there will be clear goals set in order to push the organization to become an excellent organization. In the public sector, organizations of excellence, or HPOs, have begun to be systematically and continuously mentioned, but they have different names, are known in different contexts, or use different words. Mostly known as “civil service reform” using different tools or approaches. The main goal of all such processes is Creating an efficient organization Have the ability to carry out their missions, roles, and duties. This is to create the organization as a high-performance organization of the bureaucracy. Reforming the civil service system is an important goal that is people-centered. This requires a major change in both the way of thinking according to the principles of good governance and the way of working towards becoming a modern organization. There is proactive and integrated work. Be agile, fast, have the ability to create high performance, (high performance), be transparent and verifiable. Able to learn and adapt appropriately (Office of the Public Sector Development Commission (P.O.P.: 2)

The method is an important issue in creating or modifying the bureaucracy to achieve the said conditions. Has been set forth in the Royal Decree on the Criteria and Methods of Good Government Administration, B.E. 2003, which laid down provisions to create conditions for the new public administration in many respects, such as public administration for the benefit and happiness of the people. Public administration for the achievement of state mission's Public administration is efficient and worthwhile in terms of government missions. Reducing work steps Improving the missions of government agencies Facilitating and responding to the needs of the people, evaluating government performance, etc. At the same time, the strategic management process has been introduced to be used as a tool to help develop the government system in a systematic and serious manner, covering 3 steps: strategic thinking and planning. It focuses on government agencies thinking outside the box and looking from the outside-in in order to create a systematic government operations strategy and link it with government strategy. Stages of putting strategy into practice Emphasis is given to the preparation of action plans and risk analysis. By linking it to the annual budget allocation of the government sector, together with giving importance to change management, there is a blueprint for change and a strategic review, monitoring, and evaluation stage. It involves the creation of a monitoring and inspection system. And a review of the work strategies of government agencies to be systematic and efficient. To demonstrate progress in spending money and performing government duties according to goals and indicators. In addition to the image of building the bureaucracy into a high-performance organization, Pictured at the ministry level is the Ministry of Energy. Focus on high-performance organizations Using the criteria for developing the quality of public sector

management (public sector management quality award: PMQA), which consists of 7 important dimensions: 1) organizational leadership; 2) strategic planning and strategy; 3) giving importance to service recipients and stakeholders; 4) measurement, analysis, and knowledge management; 5) human resource focus; 6) process management; and 7) operational results. (Office of the Public Sector Development Commission: 3-4)

On April 2, 1992, there was a Royal Decree dividing the police department, upgrading the Quartermaster Division to a headquarters under the name Logistics Office, consisting of 6 divisions, namely the Administration Division, Police Communications Division, Police Aviation Division, Quartermaster Division, Public Works Division, and Ordnance Division. It was later abolished on June 30, 2005, by a Royal Decree dividing the Royal Thai Police into a division-level agency called Quartermaster and Ordnance Division. Until September 7, 2009, there was a Royal Decree on the division of the Royal Thai Police, abolishing the Quartermaster and Ordnance Divisions, and establishing a logistics office equivalent to the headquarters again, consisting of 4 divisions, namely the Administration Division, the Quartermaster Division, the Public Works Division, and the Ordnance Division. The Logistics Office is committed to developing the logistics of the Royal Thai Police to meet international standards in order to make the unit's operations efficient and effective. Able to maintain justice and trust the faith of the people, achieving results according to the strategy (Royal Thai Police Office Logistics Office, 2021).

The Ordnance Division is a government agency under the Logistics Office. Royal Thai Police It is the main agency in the field of ordnance databases, supporting, advising, and developing the procurement, control, and storage of weapons and equipment. That the agencies under the Royal Thai Police give trust and confidence in. It consists of 4 departments, namely the Administrative Department, Ordnance Department 1, Ordnance Department 2, and Ordnance Department 3, which have duties and responsibilities regarding treasury work. Accounting work: controlling receipts and payments. Accounting work to control the status of the ordnance supplies of various agencies in the Royal Thai Police. Requirement determination work Storage and maintenance work Controlling and distributing parcels, transporting, controlling, storing, and distributing ordnance parcels. Weapons inspection and repair and maintenance work, control and storage of spare parts and maintenance tools, weapons production, ammunition, and spare parts and the work that is considered the most important mission is the work of offering safety. Security work, including other work assigned by supervisors (Ordnance Division, 2021).

From surveys and interviews with police officers performing duties at the Royal Thai Police, it was found that officers' performance of duties often encounters obstacles. Both arising from the practitioners themselves and that occurred from co-workers. Each person's problems may be different, such as problems in management. Incorrect prioritization of tasks Lack of communication skills or inefficient use of technology. These various problems may be the cause of delays in operations, causing the mission to not achieve its goals as set. If neglected and left unaddressed, it may have even more negative effects on the workers themselves and the organization. From the aforementioned obstacles and problems if it has been used to correct, improve, develop, or enhance the skills of personnel to be proficient Work is managed appropriately. It will result in efficient operations, resulting in results that meet the goals and needs of the organization even more.

To make the Ordnance Division successfully develop organizational efficiency toward excellence. It is essential that there be an understanding when developing strategies and practices. To prepare to deal with the changing situation that will occur in time. And respond to missions according to government policy, and can manage organizational strategies systematically. There are clear and effective operating procedures for each matter. It is implemented throughout the organization with continuous review, evaluation, and

improvement of work. Including the integration of operating guidelines for various processes to be consistent in the same direction throughout the organization. Consistent with the needs of the organization, including vision, values, challenges, and strategic advantages. Personnel engagement factors include customer needs, expectations, and stakeholders. If there is a study on guidelines for developing organizational efficiency towards excellence in the Ordnance Division, Royal Thai Police It will be extremely useful for use as a guideline in framing policies for developing organizations to be more efficient. This is to provide maximum benefit to the organization, society, and the nation.

Therefore, the researcher has determined the title of this research to be developing efficiency towards excellence in the Ordnance Division Royal Thai Police. The study variables were defined as strategic management. Personnel development use of information technology Organizational engagement and developing efficiency toward excellence.

LITERATURE REVIEWS

Concepts and theories regarding the development of efficiency towards excellence

Poj Pojanapanitchakul (2021: 1) said that development means making things better or changing for the better. As for work efficiency, it means work that produces results. (Output) is high when compared to inputs (input), or to put it more simply, it means saving resources (4M) and time, which are related to the costs themselves. Therefore, improving work efficiency is a change that can result in increased productivity or further reduced costs. Improving work efficiency is considered to be the development of a person's potential to be more capable. Modernity and development go hand in hand. For development to occur, individuals must be committed to change, and there must be continuous change in a more progressive direction, consistent with Pakorn Priyakorn (2015: 5), who said that development means small changes. It goes through a series of steps to a level where it can expand, grow, and improve. And is more appropriate than before or may have progressed to a satisfactory level of abundance. Nipat Chaiworamukkul (2019: 1) has given the meaning of the word development in two ways: 1) In modern understanding, development means making progress in terms of materiality, form, and quantity, such as roads, buildings, economic indicators, etc. and 2) in terms of Buddhism, development means developing people both physically and mentally, emphasizing the quality of life and the principles of correctness, which provide maximum benefits, harmony, and support. to all living beings without harm. Destroy nature and the environment.

From the above characteristics, it can be said that development is progress in a better way. The direction has been planned in advance. In addition, at present, there are many agencies in both the public and private sectors that have given importance and brought various management tools to develop their agencies to become organizations of excellence or organizations with high performance. In important government sectors, there will be clear goals set to push the organization to become an excellent organization. The executives of the agency have given importance to this concept and have used it to raise the level of work. And make management more efficient. Thipawan Lorsuwanrat (2006: 125) said that efficiency means working in the correct way. It is a comparison between inputs and outputs. If we can work with more output while using less or the same amount of input, it means we work more efficiently. Which is the input factor in management Organizational resources include people, money, raw materials, equipment, machinery, and capital. These resources are limited, which is a cost to the operation of the organization. Therefore, good management must try to make the least use of resources and produce the most output, consistent with Pattamaphon Thochu (2016: 12), who said that efficiency is a matter of use factors and processes in operations. Performance may not be expressed as a numerical performance value. But it is shown by recording how money, materials, people, and time are used in the work cost-effectively, without wasting more than necessary. Including the use of appropriate strategies or techniques. It can lead to quick and

quality results. This type of efficiency has 3 elements: 1) Management refers to the methods of performing any work of the Ordnance Division or officials. That are used in operations or missions according to the objectives set by the agency. To lead to the goals of the organization or change in a better direction than before. 2) Planning refers to the process of determining strategies for making choices as guidelines for the future operations of the organization. This is a long-term goal for the organization to achieve its objectives with maximum efficiency. Resulting in the organization being successful, leading to a sustainable organization of excellence. And 3) Control refers to activities related to inspecting work. Work standards and improving and revising the work to be in accordance with the specified plan. The aim is to check the accuracy of operations to meet the specified standards. And provide advice, improvements, and corrections to create efficiency in managing various aspects of the agency (Drucker, 1995: 3).

As for factors that are important to operational efficiency, Danial and Kahn (1978) stated that efficiency is an important component of effectiveness. If the organization's efficiency is measured by inputs and outputs, it will cause the efficiency measurement to be inaccurate in reality. Organizational efficiency therefore means achieving the organization's goals (goal attainment), which are: 1) Strategic management refers to the process of bringing strategies and policies into practice in a systematic way. Through decision-making and evaluating the suitability of organizational leaders with clear, concrete steps, going in the same direction according to the organization's goals. Can be practically implemented and achieve results efficiently. This leads to organizational excellence in the long run. 2) Personnel development refers to the process of implementing effective personnel development strategies. In order to achieve goals and have efficient personnel with knowledge, skills, abilities, and attitudes suitable for performing their duties. Able to use strategies or techniques in working to create quality work. 3) The use of information technology means the process of collecting, processing, storing, searching, and communicating through various information in the form of electronic media. To support the work of personnel in the Ordnance Division to obtain clear, accurate, and useful information that can be used immediately. Causes the most efficient performance of missions for the organization and 4) Organizational engagement refers to the participation of personnel in the organization. as well as cooperating with the organization in every aspect voluntarily and willingly and having a true feeling of being part of the organization, as well as the feeling of joint ownership of the organization. This ultimately leads to loyalty to the organization.

H1 determines strategic management factors. Personnel development use of information technology Commitment to the organization influences the development of efficiency towards excellence in the Ordnance Division, Royal Thai Police. From the literature review, the conceptual framework can be drawn as shown in Figure 1.

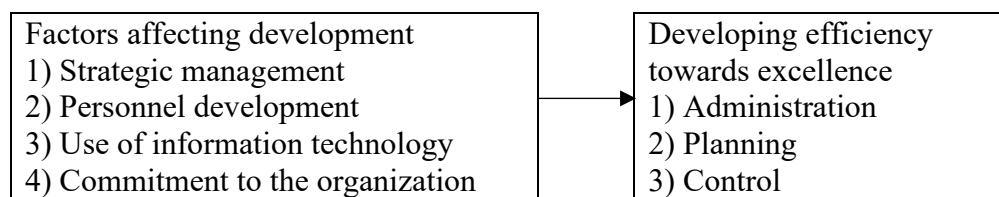


Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

The population in this study includes: police officers working in the Police Strategic Office. The total number was 2,760, and the sample size was 349 people obtained from Yamane's sample calculation formula (Taro Yamane, 1973). The belief value was at the 95 percent level using the stratified sampling method. The research tool is a questionnaire consisting of Part 1: personal factors of the respondents, including gender, age, and educational level. Number of years worked and average monthly income level. The nature of the questionnaire is multiple choice. Section 2: Factors affecting development. The nature of the questionnaire is a Likert scale with 5 levels of scoring criteria, including the highest equal to 5 points, the highest equal to 4 points, the moderate equal to 4 points, the slightest equal to 2 points, and the least equal to 1 point. Part 3: Developing efficiency towards excellence in the Ordnance Division Royal Thai Police. The nature of the questionnaire is a Likert scale with 5 levels of scoring criteria, including the highest equal to 5 points, the highest equal to 4 points, the moderate equal to 4 points, the slightest equal to 2 points, and the least equal to 1 point. Before using the tool to collect data, the objective consistency (IOC) test and reliability test of the questionnaire through Cronbach's alpha were systematically carried out. From the examination, it was found that the IOC was equal to 0.953 and the Cronbach's alpha was equal to 0.895, indicating that the research tools were of sufficient quality (Polit & Beck, 2006; Hair et al., 2012) to get information. This study sent questionnaires to police officers serving in the Police Strategy Office. In data analysis, descriptive statistics were used, including frequency, percentage, mean, and standard deviation. And multiple regression analysis

RESEARCH RESULTS

- 1) Most of the respondents 64 percent were male, 75.67 percentage no more than 35 years, 80 percent had a bachelor's degree, 75.67 percent had a job between 5-10 years, and 100.00 percent had an average annual income level lower than 50,000 baht.
- 2) Developing efficiency towards excellence in the Ordnance Division Royal Thai Police. Overall and each aspect is at a high level in terms of planning. Administrative aspects and control aspects, respectively, are as shown in Table 1

Table 1 Mean and standard deviation of the development of efficiency towards excellence of the Ordnance Division, Royal Thai Police

Aspect	Description	X	S.D.	Result
1.	Administration	3.82	0.50	Much
2.	Planning	3.91	0.49	Much
3.	Control	3.67	0.45	Much
	Total	3.80	0.48	Much

- 3) Strategic management factors have a β value of 0.235, personnel development has a β value of 0.329, information technology use has a β value of 0.243, and organizational commitment has a β value of 0.131, which indicates that they have a positive influence on efficiency development. The excellence of the Ordnance Division Royal Thai Police is statistically significant at the 0.05 level, with Sig. values equal to 0.000, 0.000, 0.001, and 0.002, which are consistent with the set assumptions. When analyzing the correlation coefficient (R), the value was equal to 0.759, which indicates that the group of independent variables is highly related to the dependent variable. The prediction coefficient is equal to 0.659, which indicates that the group of independent variables affects the development of efficiency towards excellence in the Ordnance Department. The Royal Thai Police received 64.1 percent.

In order, the equation can be written as follows.

$$Y = 0.947 + 0.329X_1 + 0.243X_3 + 0.235X_1 + 0.132X_4$$

From the analysis of the regression coefficient values, it was found that the strategic management factors—personnel development, use of information technology, and organizational commitment—have the ability to jointly predict the development of efficiency towards excellence in the Ordnance Division, Royal Thai Police. The quality factors of the educational development plan. It had the greatest effect on the prediction ($\text{Beta} = 0.123$), followed by educational behavior ($\text{Beta} = 0.121$), Panya Wutthitham ($\text{Beta} = 0.092$), and educational administration ($\text{Beta} = 0.043$), with details as shown in Table 2

Table 2 Multiple regression analysis of factors influencing the development of efficiency towards excellence in the Ordnance Division, Royal Thai Police

Factors	Unstandardized (b)	SE	Standardized (β)	t	Sig.
(Fixed value)	1.101	0.104		10.632	0.000
Strategic management	0.123	0.020	0.235	10.662*	0.000
Personnel development	0.243	0.022	0.329	9.818*	0.000
Use of information technology	0.192	0.032	0.243	4.405*	0.001
Commitment to the organization	0.120	0.101	0.131	3.632*	0.002

* Statistical significance at the 0.05 level

DISCUSSION & CONCLUSION

This study of developing efficiency towards excellence in the Ordnance Division Royal Thai Police The researcher has brought important points to discuss the results according to the research objectives, as follows:

1) Developing efficiency towards excellence in the Ordnance Division Royal Thai Police Overall, each aspect is at a high level in terms of planning. Administrative aspects and control. This may be because of the Ordnance Department. Royal Thai Police There is strategic management. As well as developing personnel. There is the application of information in work operations. As well as civil servants, they are dedicated both physically and mentally to their work. Therefore, this results in the development of efficiency towards even greater excellence. Consistent with the research results of Yuthasak Khaitha and Narudlapatsorn Chaksudechovanich (2021: 80-92), they conducted a study on improving the efficiency of explosive disposal by the Royal Thai Police. The results of the study found that improving the efficiency of explosive disposal by the Royal Thai Police is at a high level in every aspect.

2) Strategic management factors Personnel development use of information technology Commitment to the organization influences the development of efficiency towards excellence in the Ordnance Division. The Royal Thai Police is like this because it is influenced by the organization's strategic management. Personnel are developed to have skills and knowledge. There is an application of information technology. and civil servants are committed to the organization, resulting in efficiency leading to excellence in the Ordnance Division Royal Thai Police Consistent with the research results of Phongsakorn Srirongthong (2018: 1-16), the human resource development Learning organization and knowledge management: integrating ideas to lead to organizational success The research results found that strategic management factors Personnel development use of information technology Commitment to the organization Influence on human resource development Learning organization and knowledge management: integrating ideas to lead to organizational success.

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