

การศึกษาทัศนคติและความคิดเห็นของบุคลากรต่อการพัฒนาแผนยุทธศาสตร์
วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล
A Study of Staff Members' Attitude and Opinions Regarding the Strategic Plan
Development Mahidol University International College

กวิน มงคลประภา* และ พรชนก เกตุกัณฑ์
Kawin Mongkolprapa* and Pornchanok Ketkuntorn

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาทัศนคติและความคิดเห็นของบุคลากรต่อการพัฒนาแผนยุทธศาสตร์วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล กลุ่มตัวอย่างที่ใช้ในการวิจัย ได้แก่ บุคลากรสายวิชาการและสายสนับสนุนที่ได้รับการคัดเลือกเป็นคณะทำงานพัฒนาแผนยุทธศาสตร์ ปี 2563–2567 จำนวน 39 คน รวบรวมข้อมูลโดยใช้แบบสอบถาม สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ค่าความถี่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์ความแตกต่างของกลุ่มตัวอย่างด้วยการทดสอบ Independent t-test การวิเคราะห์ความแปรปรวนทิศทางเดียว (one-way ANOVA) และการเปรียบเทียบความแตกต่างระหว่างตัวแปรด้วย Post-Hoc Multiple Comparisons ผลการวิจัย พบว่า บุคลากรส่วนใหญ่มีทัศนคติในเชิงบวกต่อการพัฒนาแผนยุทธศาสตร์โดยบุคลากรร้อยละ 66.7 เห็นด้วยอย่างมาก และร้อยละ 25.6 เห็นด้วยต่อการพัฒนาแผนยุทธศาสตร์ ในขณะที่บุคลากรร้อยละ 61.5 ยินดีมาก และร้อยละ 33.3 ยินดีเข้าร่วมเป็นส่วนหนึ่งในการพัฒนาแผนยุทธศาสตร์ บุคลากรเห็นด้วยเป็นอย่างสูงว่า “ผู้บริหาร บุคลากรสายวิชาการ หัวหน้างาน และบุคลากรสายสนับสนุนจากทุกส่วนงานควรเข้ามามีส่วนร่วมในการพัฒนาแผนยุทธศาสตร์” และ “ผู้บริหารระดับสูงควรให้ความสำคัญต่อการพัฒนาแผนยุทธศาสตร์” บุคลากรที่มีประสบการณ์ในการพัฒนาแผนยุทธศาสตร์มีความคิดเห็นแตกต่างจากบุคลากรที่ไม่มีประสบการณ์ด้านนี้ในเรื่อง “การใช้วิทยากรผู้เชี่ยวชาญเป็นผู้นำในการพัฒนาแผนยุทธศาสตร์” อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05 ในขณะที่บุคลากรสายสนับสนุนมีความคิดเห็นแตกต่างจากบุคลากรสายวิชาการในเรื่อง “การทำงานเป็นทีมเพื่อพัฒนาแผนยุทธศาสตร์” ซึ่งข้อมูลที่ได้นี้จะใช้เป็นแนวทางในการดำเนินการพัฒนาแผนยุทธศาสตร์ของวิทยาลัยฯ ในครั้งต่อไป

คำสำคัญ: ยุทธศาสตร์/ แผนยุทธศาสตร์/ การพัฒนาแผนยุทธศาสตร์

Abstract

This research studied the staff member attitudes and opinions regarding the Mahidol University International College strategic plan development. The sample included 39 academic and support staff members who were selected to be part of the MUIIC strategy 2020–2024 development working group. The questionnaire was a crucial tool for data collection, while data analysis was conducting using frequency, percentage, mean, and standard deviation. Moreover, Independent t-test and One-way Analysis of Variance (one-way ANOVA) were applied to analyze the sample differences, plus Post-Hoc Multiple Comparisons, which were run to confirm the differences between variables. The survey found that most MUIIC staff members were strongly positive towards the MUIIC strategic plan development. The results revealed that

งานแผนและพัฒนาคุณภาพ วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล

Planning and Quality Development Section, Mahidol University International College

*Corresponding author: kawin.pla@mahidol.edu

Received : 20 สิงหาคม 2563/ Revised : 22 กันยายน 2563/ Accepted : 25 กันยายน 2563

66.7% of staff members strongly agreed and 25.6% of staff members agreed that the development of the strategic plan was important. In addition, 61.5% of staff members were strongly willing and 33.3% of staff members were willing to participate in the development of the strategic plan. They also strongly agreed that “the executive, academic staff, chiefs, and support staff from all sections and divisions should participate in the development of the MUIC strategic plan” and “the executives gave a high priority to developing the MUIC strategic plan.” MUIC staff members who had experience in strategic plan development had different opinions from staff members with no experience in strategic plan development, at a significance level of 0.05, on the statement, “the speaker professionally conducted and facilitated the 10-day workshop.” Meanwhile, support staff members had different opinions from academic staff members, at a significance level of 0.05 on “working as a team in the development of MUIC strategic plan.” The result from this study can be used for the next MUIC strategic plan development.

Keywords: Strategy/ Strategic Plan/ Strategic Plan Development

1. Introduction

Mahidol University International College (MUIC) is part of Mahidol University. For the past three decades, MUIC has been offering the international programs in many disciplines; Sciences, Arts, Engineering, Communication Arts, and Business. Regarding an autonomous and self-generated income institute, MUIC also sets the strategy to high priority as Neda Esmaeili has mentioned that strategic management is both necessary and highly beneficial to the organizations. Considering the rapid social and environmental changes and the necessity of aligning organizations to these changes, organizations need to develop plans which enable them to tolerate and even overcome these political and socioeconomic fluctuations. Therefore, the ability to anticipate the future, get information about the environment, and have efficient plans for success in the future requires strategic management and planning. Strategic management is also considered as a great advantage for organizations. The principal advantages of strategic management consist of warning against problems before their occurrence; preparing for environmental changes and the activities of rivals, and not being surprised by these factors; producing favorable reactions to the changes; providing realistic attitudes toward the problems; facilitating the recognition and usage of opportunities; minimizing the adverse effects of bad

conditions and unfavorable changes; helping the managers to relate crucial decisions to determined objectives; making the time and resources allocated to recognized opportunities more effective; providing group activities according to combining the different staff's duties; developing a framework for the interior relationship of the personnel; granting the organization a better competitive advantage compared to the rivals; changing the individual activities of the personnel into a group activity; and encouraging anticipation in the personnel and managers [1]. Patrik Aláč has mentioned that Planning is the first and one of the most important managerial function because of its specification the business goals and description of relevant tasks to meet those goals [2].

Many fiscal years ago, MUIC had different approaches of strategic plan development. Normally, the approaches of strategic plan development were designed by the new coming executive team without a previous approaches reconsideration. Thus, the MUIC's strategic planning process never be assessed for improvement. As the fiscal year 2019 ends, MUIC strategic plan for 2016-2019 is completely finished, and the new strategic plan for 2020-2024 has to be developed. Over a four-year period, the management team has reviewed the efficiency and effectiveness of the previous strategic

plan to outline a better planning process and refine the implementation approaches for the next five years. According to Mr. Kawin Pla-on's R2R, staff engagement in the strategic planning process generates better awareness and understanding of the mission, goals, values, and procedures of the organization among staff members, thereby facilitating an easy deployment [3]. Consequently, MUIC emphasizes the importance of staff engagement in strategic plan development by changing the planning process, workshop duration and participant types. Previously, the workshop was held in upcountry for 3 days, only executives and division chairs attended the session. The overall process has been changed in 2019 as the workshop duration was divided into 10 times (one time per week) and there was a variety of activities as follows; 1) the workshop led by a guest speaker 2) Brainstorming 3) Data research and analysis 4) Interview and survey on key stakeholders (academic and support staff, current students, alumni and high school students) and 5) Presentation with share and learn session. The 10-day workshop was carefully designed to serve with strategic plan and the number of participants was increased to 80 people in order to add up the engagement level of a whole organization. The participants were executives, division chairs, chiefs, heads, and assigned faculty and staff members by separating them into two main groups, a group of staff members with high experience who have been working at MUIC for more than 10 years and those with less than 10 years of experience but have high potential. Ghada, Ayman, and Mohab (as cited in Smith, 1973) indicated that participation in planning attempts to move away from Static, state driven, spatially biased planning process to one that is dynamic, people-driven and integrative. It is believed that participatory planning is better model for management relative to "conventional" one based primarily on expert input [4]. After completing the strategic planning development, the researchers have studied the participants' opinions towards the overall activities in order to use the results to

improve the process and procedures of next strategic plan development.

This research aims to study faculty and support staff's opinions regarding the MUIC strategic plan 2020–2024 development and explore the differences between personnel characteristics and their opinions regarding MUIC strategic plan 2020–2024 development.

Objective

To study the academic and support staff members' attitude and opinions regarding MUIC strategic plan 2020–2024 development.

2. Materials and Methods

This study is a quantitative research which aims to explore approaches to the development of MUIC strategic plan by researching and analyzing the academic staff and support staff members' attitude and opinions regarding MUIC strategic plan 2020–2024 development during March to May 2019. The data was collected by questionnaire distribution in October 2019.

Population and Sample

The population of this study consists of 80 faculties and support staff members who were selected to participate in a working group of MUIC strategy 2020–2024 development. Eighty self-completion questionnaires were sent to all participants and thirty-eight responses were received.

Research Tools

Paper-based questionnaire adapted from the workshop documents of MUIC strategic plan 2020–2024 development [5] was used as a main tool for collecting primary data. The questionnaire was reviewed by the Institutional Review Board, Institute for Population and Social Research (COA.No2019/09-351), Mahidol University. Moreover, quality of a questionnaire had been evaluated by Reliability method in 30 preliminary staff members. Using Cronbach's alpha coefficient, the Reliability was 0.934. The questionnaire was divided into 3 parts as follows;

Part I – General information questions consisted of gender, age, working time, position, and experience in MUIC strategic plan development.

Part II – Faculty and support staff's attitude regarding the MUIC strategic plan 2020 – 2024 development. There were both closed-ended and open-ended questions in this part.

Part III – Faculty and support staff's opinions regarding the MUIC strategic plan 2020 – 2024 development process. There were 7 closed-ended questions in this part.

The questionnaire was designed on a five-point Likert scale; 5 = Strong agreement, 4 = Agreement, 3 = Neutral, 2 = Disagreement, and 1 = Strong disagreement, respectively.

Data Analysis

Statistics used for data analysis consisted of frequency, percentage, mean, standard deviation and comparison among samples by Independent T-test and One-way analysis of variance (One-way ANOVA) while comparing differences among factors and demographics by using Post Hoc Multiple Comparisons. The variances were tested and the scales were based on the Least Significant Difference (LSD). The rating scales illustrated the levels of agreement as follows; 4.21 – 5.00 =

Strong agree, 3.41 – 4.20 = Agree, 2.61 – 3.40 = Neutral, 1.81 – 2.60 = Disagree, and 1.00 – 1.80 = Strong disagree.

3. Results and Discussion

The data analysis results are divided into three parts as follows; 1) demographic characteristics of the respondent sample, 2) mean analysis of opinion regarding the approaches of MUIC strategic plan development and 3) difference of opinion regarding demographic.

Demographic characteristics of the respondent sample

There were 39 respondents consisted of 21 females (55.3%) and 17 males (44.7%). The majority of the respondents were persons who were between 46 – 50 years old (27%), followed by 36 – 40 years old (24.3%). Most of the respondents have been working at MUIC for 6 – 10 years (29.7%), followed by less than 1 – 5 years (24.3%). The respondents were support staff (55.3%) and academic staff (44.7%). 81.6% of the respondents have ever participated in the development of MUIC strategic plan and only 18.4% of them never participate in this activity. The result is shown in Table 1.

Table 1 The result of demographic characteristics of the respondent sample

	Frequency	Percent
Gender		
Male	17	44.7
Female	21	55.3
Age		
26 – 30	3	8.1
31 – 35	3	8.1
36 – 40	9	24.3
41 – 45	7	18.9
46 – 50	10	27.0
51 – 55	5	13.5
Position		
Academic staff	17	44.7
Support staff	21	55.3

Table 1 The result of demographic characteristics of the respondent sample (cont.)

	Frequency	Percent
Working years at MUIC		
Less than 1 – 5	9	24.3
6 – 10	11	29.7
11 – 15	6	16.2
16 – 20	7	18.9
21 – 25	2	5.4
26 – 30	2	5.4
Participation experience in the development of MUIC strategic plan		
Yes	31	81.6
No	7	18.4

Attitude of MUIC staff towards the development of MUIC strategic plan

The study shows that 66.7% of staff members strongly agreed and 25.6% of staff members agreed that the development of strategic

plan was important. 61.5% of staff members strongly willing and 33.3% of staff members willing to participate in the development of strategic plan. The result is shown in Table 2.

Table 2 Attitude of MUIC staff towards the development of MUIC strategic plan

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
You are positive that the development of MUIC strategic plan is important.	26 (66.7%)	10 (25.6%)	2 (5.1%)	0 (0%)	1 (2.6%)
You are willing to participate in the development of MUIC strategic plan.	24 (61.5%)	13 (33.3%)	1 (2.6%)	0 (0%)	1 (2.6%)

MUIC staff members' opinions regarding the approaches of MUIC strategic plan development

The study shows that staff members strongly agreed that “the executive, academic staff, chiefs and support staff from all sections/divisions participated in the development of MUIC strategic plan” with the highest score ($\bar{X} = 4.49$, $SD = 0.914$), followed by “the executive gave a high priority to

develop MUIC strategic plan” ($\bar{X} = 4.23$, $SD = 0.872$), and “the executive provided full cooperation in the development of MUIC strategic plan” ($\bar{X} = 4.08$, $SD = 0.957$) respectively. The lowest score was “the 10 – day strategic plan development workshops in 2 – 3 months instead a 3-day strategic plan development” ($\bar{X} = 2.9$, $SD = 1.294$). The result is shown in Table 3.

Table 3 MUIC staff members' opinions regarding the approaches of MUIC strategic plan development

Statements	\bar{X}	S.D.	Level
The executive, academic staff, chiefs and support staff from all sections/divisions participated in the development of MUIC strategic plan.	4.49	0.914	Strongly agree
The executive gave a high priority to develop MUIC strategic plan.	4.23	0.872	Strongly agree

Table 3 MUIC staff members' opinions regarding the approaches of MUIC strategic plan development (cont.)

Statements	\bar{X}	S.D.	Level
The executive provided full cooperation in the development of MUIC strategic plan.	4.08	0.957	Agree
Working as a team in the development of MUIC strategic plan.	3.90	0.754	Agree
The information prepared and provided to the participants in the development of MUIC strategic plan.	3.67	0.898	Agree
The speaker professionally conducted and facilitated the 10-day workshop.	3.15	1.04	Neutral
The 10-day strategic plan development workshops in 2 – 3 months instead a 3-day strategic plan development.	2.90	1.294	Neutral

Testing the difference of opinions with different demographics

The result shows that MUIC staff members who had experiences in strategic planning development had different opinions from other staff members who have never had an experience in strategic planning development, at a significance level of 0.05 in “the speaker professionally conducted and facilitated the 10-day workshop” (p-value = 0.004) referring to staff members who

had experiences in strategic planning development considered this statement was very important. Meanwhile, support staff members had different opinions from faculty staff members, at a significance level of 0.05 in “working as a team in the development of MUIC strategic plan” (p-value = 0.024) referring to support staff members who considered this statement was very important. The other statements were not different. The result is shown in Table 4 and Table 5.

Table 4 Opinion differences categorized by gender, position, and experience in strategic plan development

Statements	Gender		Position		Experience	
	t	p-value	t	p-value	t	p-value
The executive, academic staff, chiefs and support staff from all sections/divisions participated in the development of MUIC strategic plan.	-1.080	0.287	0.019	0.985	-0.612	0.545
The executive gave a high priority to develop MUIC strategic plan.	0.155	0.878	-1.755	0.088	0.224	0.824
The executive provided full cooperation in the development of MUIC strategic plan.	0.071	0.944	-1.310	0.198	-1.455	0.154
Working as a team in the development of MUIC strategic plan.	-0.089	0.930	-2.359	0.024*	0.142	0.888
The information prepared and provided to the participants in the development of MUIC strategic plan.	-1.529	0.135	-1.797	0.086	0.735	0.467
The speaker professionally conducted and facilitated the 10-day workshop.	0.860	0.395	-1.587	0.125	3.074	0.004*

Table 4 Opinion differences categorized by gender, position, and experience in strategic plan development (cont.)

Statements	Gender		Position		Experience	
	t	p-value	t	p-value	t	p-value
The 10-day strategic plan development workshops in 2 – 3 months instead a 3-day strategic plan development.	-1.438	0.159	-0.882	0.385	1.111	0.274

Table 5 Opinion differences categorized by age and working time at MUIC in strategic plan development

Statements	Age		Working time at MUIC	
	F	p-value	F	p-value
The executive, academic staff, chiefs and support staff from all sections/divisions participated in the development of MUIC strategic plan.	1.495	0.220	1.922	0.119
The executive gave a high priority to develop MUIC strategic plan.	0.550	0.737	0.753	0.590
The executive provided full cooperation in the development of MUIC strategic plan.	0.189	0.965	0.867	0.514
Working as a team in the development of MUIC strategic plan.	1.089	0.386	0.423	0.829
The information prepared and provided to the participants in the development of MUIC strategic plan.	0.592	0.706	0.756	0.588
The speaker professionally conducted and facilitated the 10-day workshop.	0.819	0.546	0.120	0.987
The 10-day strategic plan development workshops in 2 – 3 months instead a 3-day strategic plan development.	0.590	0.707	1.053	0.405

Discussion

There are particularly interesting results from the study that should be discussed as follows:

1. The study reveals that most of MUIC faculty and staff members were strongly positive that the development of strategic plan was important and were strongly willing to participate in the development of strategic plan (Table 2). It demonstrated the high level of staff participation in the development of strategic plan as they were all determined, devoted and able to fully utilize knowledge and skills to achieve MUIC vision and strategic goal. The willingness to participate in MUIC activity is consistent with result stating

MUIC staff members strongly agreed that “the executive, academic staff, chiefs and support staff from all sections/divisions participated in the development of MUIC strategic plan” with the highest score. Mitchell stated that participation is not only a tool for a better planning; it empowers peoples as well. It is enabling people to work together in a spirit of collaboration and cooperation and to make decisions about their own lives. This can be attained by sharing vision among partners and exchanging information, altering activities, sharing resources and enhancing each other’s capacity for mutual benefit. It has been concluded that seven basic components, in participation,

usually characterize empowerment of individuals; Self efficacy, Knowledge and skills, Opportunity, Action, Resources, Impact, and Building trust and respect [6]. Radomska indicates that elements such as internal processes, systems, people and the environment should be taken into account when strategy is developed to secure its successful implementation [7]. While carefully planned strategy implementation is a success factor to organizations, however, many organizations fail on it [8].

2. Faculty and support staff members who had experiences in strategic planning development considered that “the speaker professionally conducted and facilitated the 10-day workshop” was very important (Table 4). This demonstrates that the staff members with experiences in a strategic plan development are well aware that strategic planning is very difficult to implement without a professional facilitator, especially when it comes to conducting a 10-time strategic plan development workshops.

3. The study shows that most of support staff members agreed that the factor of “working as a team in the development of MUIC strategic plan” was very important (Table 4). This is due to the different types of job responsibilities between faculty and support staff members. The support staff members normally work in teams, coordinate within and between sections and departments at all times, while the faculty staff members often work individually, both teaching and doing research.

4. According to the study, most of the population sample agreed that “the executive gave a high priority to develop MUIC strategic plan”, and “the executive provided full cooperation in the development of MUIC strategic plan” (Table 3). It significantly shows that the executive is very important to the process of strategic plan development as Azhar et al said that leadership has significant impact on strategic management process. Especially, it helps to determine the vision and mission of the organization. Furthermore, it facilitates the organization to execute effective

strategies to achieve that vision since leadership serves as a link between the soul and the body of an organization [9]. Leadership plays a vital role in the formulation and implementation of strategies. It is considered as a link that relates the strategic management process with the organization’s vision. It starts up the strategic thinking by providing vision then it establishes a culture in which everyone knows what to do, what are the values of the firm. Basically, values provide the direction [10]. Muhammad & Wan (as cited in Giles & Morrison (2010)) stated that leadership is an arrangement of conducts that urges the people to define the organizational objectives and afterward spur them to mutually contribute with a specific end goal to accomplish strategic objectives. In ensuring success of firm while maintaining the efficacy in organizational operations strategic leadership has a pivotal role [11]. Formulated strategies can’t be implemented without the involvement of every one. Everyone should understand the need of change and should contribute their effort to efficiently implement the strategies. And only leadership can inspire and motivate the people to bring change because people always resist change. Motivating and supportive behavior of leader towards its subordinates is necessary. Inclusion of everybody inside the organization should be made as it is significantly related towards performance [12].

Conclusion

The study shows that there are 2 approaches of MUIC’s 2020-2024 strategic plan development that highly agreed by MUIC’s staff members. Therefore, MUIC should remain these approaches in the next MUIC strategic plan development. Two good approaches of MUIC’s 2020-2024 strategic plan development are shown below;

1. The executive, academic staff, chiefs and support staff from all sections/divisions participated in the development of MUIC strategic plan.

2. The executive gave a high priority to develop MUIC strategic plan.

4. References

1. Esmaili N. Strategic management and its application in modern organizations. *International Journal of Organizational Leadership* 2015;4:118–26.
2. Aláč P. Decision making and its importance in production planning within the woodprocessing company, respectively in the whole supply chain. *Procedia Economics and Finance* 2015;34:682–8.
3. Pla-on K. Supporting staff's participation in MUIC strategy preparation regarding their acknowledgement and implementation. *Mahidol R2R e-Journal* 2017;4(1):240–58.
4. Ghada FH, Ayman EH, Mohab ER. Efficiency of participation in planning. *Alexandria Engineering Journal* 2011;50(2):203–12.
5. Mahidol University International College. Workshop documents of MUIC strategic plan 2020–2024 Development. Nakorn Pathom: 2019.
6. Mitchell B. Participatory partnerships: engaging and empowering to enhance environmental management and quality of life. *Social Indicators Research* 2005;71:123–44.
7. Radomska J. Operational risk associated with the strategy implementation. *Management* 2014;18:31–43.
8. Blahová M, Knápková A. Effective strategic action: From formulation to implementation. Conference: International Conference on Economics, Business and Management; December 2010; Manila: Philippines; 2010.
9. Azhar A. et al. The Role of Leadership in Strategy Formulation and Implementation. *International Journal of Management and Organizational Studies* 2012;1(2):32–8.
10. Arooj A, Sumera I, Sajjad R, and Shahnawaz S. The Role of Leadership in Strategy Formulation and Implementation. *International Journal of Management and Organizational Studies* 2012;1(2),32–7.
11. Muhammad FM, and Wan FWY. Impact of strategic leadership on strategy implementation. *British Journal of Management and Marketing Studies* 2019;2(1):32–43.
12. Goleman D. Leadership that gets results (Harvard Business Review Classics). Massachusetts, USA: Harvard Business Press; 2017.