

Organizational Factors Affecting Mission Implementation Of Thai Private University Personnel

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Abstract

Thai universities have to fulfill the four missions set by The Office of The Higher Education Commission and Ministry of Higher Education, Science, Research and Innovation of Thailand. These four missions are consisted of teaching, research conduct, academic service, and cultural preservation. This paper aimed to analyze organizational factors affecting mission implementation of Thai private university personnel. Data were collected from 295 participants working in Thai private universities in Bangkok and suburban areas. Descriptive statistics consisting of percentage, mean and standard deviation, and inferential statistics consisting of Pearson Correlation, and Stepwise Multiple Regression Analysis were used in this study. The research findings showed that organizational factors of Thai private universities, in total, were perceived at high level. Mission implementation of Thai private university personnel, in total, was also perceived at high level. Organizational factors were positively related to and had an effect on mission implementation of Thai private university personnel. In particular, organizational culture had the highest relationship with mission implementation of Thai private university personnel. Organizational leadership had the highest effect on mission implementation of Thai private university personnel. Recommendations from the study are that organizational culture should be developed to increase work performance and organizational efficiency, and organizational leadership should be cultivated to inspire, encourage, motivate and guide a group of university personnel to work for achieving organizational goals.

Keywords: Academic Service, Mission Implementation, Organizational Factors, Research Conduct.

I. INTRODUCTION

Education is very important for human beings to increase knowledge, skills, ability and vision in developing community, society and the country they are living in. Education is also a tool for self-development and self-improvement to have a good future and good life quality. In Thailand, education becomes a measurement of social status and social acceptance of the people. It is believed that well-educated people have more

chances and opportunities to get a good job and earn more income. These are the reasons that people spend a lot of money for education, especially higher education. Channuwong (2008) and Siripap et al. (2021) stated that higher education institutions are institutions that offer higher education with great emphasis on development of knowledge, skill, ability, ethics and social responsibility of students and encourage students to develop a new body of knowledge, and adjust themselves to work and

live a good life among the changing environments. The Office of The Higher Education Commission (2007) stated that study at higher education level is the important mechanic to develop the quality of people in the country. Therefore, it is necessary to improve higher education institutions by building knowledge and innovation in order to increase competitive capability of the country based on the sufficiency economy philosophy i.e. reasonableness, moderation and self-immunity at the universal level. This will lead to sustainable development of the organization and community based on academic freedom and systematic unity using good governance mechanic through higher education institutions network. Srisa-an (1975) stated that higher education is a post-secondary education with priority on higher academia and profession. Higher education adheres to the three principles i.e. academic excellence, academic autonomy and academic freedom.

Thai private universities were established in accordance with the Private Higher Education Institution Act B.E. 2522 (1979) in order to help the government sector in producing and developing graduates in terms of knowledge, skill and ability. Even though private universities are autonomous in terms of administration and educational management, they have to comply with academic quality and standard set by Ministry of Education of Thailand and The Office of The Higher Education Commission in the same level as public higher education institutions (Thongroj, 2011). In order to meet with the criteria set by The Office of The Higher Education Commission, private higher education institutions must fulfill their missions and responsibilities. Rugmai et al. (2016) found that nearly five decades private universities took part and played an important role in producing and developing graduates to serve the organizations and communities since the beginning of economic development and expansion of the country. However, in the age of technological

advancement, private universities are required to play a more important role in producing graduates in sciences, technology and innovation in order to compete in the global market.

Thai private universities should set policy that facilitates their operation to obtain satisfactory outcome and reach organizational goals. Siripap et al. (2021) found that the policy of higher education institutions is important to the fulfilment of their four missions i.e. teaching, conducting research, academic service, and art and cultural conservation. Birkland (2015) confirmed that a good policy leads to increase employee commitment and satisfaction, and create values and spirituality in the workplace. Moreover, organizational policy plays an important role in propelling the organization to achieve its goals by setting broad guidance, practical way and operational framework for employees to practice in the organization. Ali et al. (2018) found that organizational structure (complexity, formalization, centralization, and integration) was positively related to work performance and productivity. Organizational structure is important to the success of the organization as it clearly identifies the scope of authority, duties and responsibility of each employee in the organization. In addition, Prasertsak et al. (2020) found that organizational leadership is very important to the growth and success of private universities as good leaders have clear vision and strategy to lead the organization to achieve their goals and objectives. Organizational leadership is also important to guide, inspire, motivate and enhance work performance of employees. Siribensanont (2021) found that organizational culture is a core value which forms the attitudes, perceptions, characteristics and behaviors of employees of Thai private universities. Organizational culture is highly related to work performance of Thai higher education institutions.

The researchers consider that organizational factors consisting of

organizational policy, organizational structure, organizational leadership and organizational culture may have an effect on mission implementation of Thai private university personnel. Therefore, the researchers are interested in conducting this study. The purposes of this research are: (1) to study organizational factors of Thai private universities; (2) to study mission implementation of Thai private university personnel; (3) to find a relationship between organizational factors and mission implementation of Thai private university personnel; and (4) to analyze the effect of organizational factors on mission implementation of Thai private university personnel.

2. LITERATURE REVIEW

Organizational Factors

Organizational factors affecting mission implementation of Thai private university personnel are consisted of organizational policy, organizational structure, organizational leadership and organizational culture.

Organizational policy can be defined as the rule and regulation that organization sets to provide direction and guidance for employees to work effectively in order to achieve organizational goals. In order to keep the business running smoothly, each organization sets a broad policy for employees to practice and follow in the same direction. Organizational policy covers many areas such as safety, work hours, dress code, use of company assets, activation of employee benefits, guidance for turning paper work, harassment, diversity in hiring, employee retirement, issuing employee warnings and so on (Milano, 2021). Organizational policy is the most important strategy used to create competitive advantage and sustainable growth of the company. It has a great impact on work performance, productivity, and employee

engagement and commitment in the company (Chiemeke et al., 2018; Saichai, 2017).

Organizational structure can be defined as a mechanism which links and co-ordinates individuals with their roles, duties, responsibility, authority and power in the organization (Liao et al., 2011). Organizational structure is a framework of the relationships between the components of tasks, duties, responsibilities and scope of authority of people in the organization (Ahmady et al., 2016; Ali et al., 2018). Organizational structure is a method of organizing and dividing organizational activities, coordinating the activities of work factors and controlling the member's actions in order to work for achieving organizational goals (Daft, 2010; Anitha, 2014).

Organizational leadership is a relationship of power and authority between administrators and subordinates, and between leaders and followers. Leaders express their power to influence individuals to work for achieving organizational goals and objectives (Peter, 2001). Organizational leadership can be defined as the administrative approach that leaders use to guide, motivate and encourage employees to work for productivity, profitability and growth of the organization (Tokar, 2020). Organizational leadership is a use of management power to inspire employees' motivation to work for the growth and development of the company (Stogdill & Coons, 1957; Fry, 2003). Organizational leadership has the greatest influence on employees' psychological empowerment, self-determination, motivation and inspiration to work for organizational growth. Excellent leaders inspire subordinates to dedicate their efforts to work for the success of the organization. Moreover, they meet the necessary requirements in the working process to achieve the goals of the organization (Obiwuru et al., 2011; Schermuly et al., 2022).

Organizational culture is a core value that directs and guides the appropriate actions and

behaviors of administrators and employees in the corporation. Organizational culture defines the proper and acceptable ways and principles for employees to behave within the organization. Since organizational culture means the ways people think, act and behave, it has a great impact on employees' attitude and behavior such as dressing, working process, communication, action, and routine job of employees in the company (Wong, 2020; Akpa et al., 2021). If employees have the same culture, norm and value as the organization, they can increase more performance and productivity, and drive the organization to achieve organizational goals (Gregory et al., 2009; Shahzad et al., 2012). In addition, organizational culture is positively associated with organizational performance. A good organizational culture focusing on unity and harmony, employee commitment, creativity, responsibility, life-long learning, self-sacrifice, customer service and employees' gentleness and courtesy will increase productivity and work performance of the organization (Aboramadan et al., 2020).

Mission of Thai Private University

Personnel

Section 8 of The Private Higher Education Institution Act B.E. 2546 (2003) defined that private universities are the places for education and research conduct with purposes to provide education and support higher academia and profession. Private universities have to fulfill the four missions of higher education: Teaching, research conduct, academic service, and cultural preservation (Royal Thai Government Gazette, 2003). The four missions of Thai higher education institutions can be explained as follows:

Teaching means that higher education institutions recruit qualified students with appropriate numbers according to student admission plan that is relevant to the main objective of producing high quality graduates.

They produce graduates according to the characteristics of each institution (Tunwattanapong, 2019; Saichai, 2017). The purpose of teaching mission is to produce graduates with knowledge, capability, virtue and ethics so that they can develop themselves and the community they are living in. Higher education institutions must allocate appropriate environments for students to learn and develop their knowledge and skill necessary for working and living their lives in the society (Trakulkasemsuk, 2017). Channuwong (2008) and Vo (2021) found that in order to be successful in teaching and learning, instructors should apply various teaching technics to motivate and inspire students to pay attention on the learned lessons and to search for more knowledge from other reliable sources. The universities should provide appropriate facilities such as rooms, buildings, learning environments and internets which students can easily access to search information and gain more knowledge for learning and conducting research. On the other hand, students have to adjust themselves to university life such as working in a new environment, living independently, paying much attention on reading, discovering and exploring new knowledge, and working with new people, with tensions and challenges.

Research conduct means a finding of facts with systematic approach to create a new body of knowledge based on the existing knowledge. Research involves literature survey, creating research instrument, collecting data, analyzing data, presentation of data, conclusion and discussion of the findings (Saichai, 2017; Siripap et al., 2021). The purpose of research conduct is to develop educational institution, society and the country with a new body of knowledge gained through the processes of research. The role of higher education institution is to create knowledge and exploit a new body of knowledge continuously (Sinlarat, 1980).

Academic service means activities or projects that higher education institutions conduct outside the institutions for the benefits of the society, community and public at large. Academic service of the higher education institutions can help to build a good relationship between the institutions and the community. As such, people will consider higher education institutions as part of their community development and support their activities to grow sustainably (Ministry of Education of Thailand, 2011; The Office of The Higher Education Commission, 2016). The purpose of this mission is to create benefits to the society and community. Higher education institutions should apply internal expertise and new body of knowledge to help develop the society and the country. In addition, higher education institutions should provide community service by integrating knowledge and encourage graduates to better develop the society and environment (Achava-amrung, 2003).

Cultural preservation means conservation and preservation of Thai art and culture which can be traced back to a long history of over thousand years to maintain in this country forever. Thai art and culture are considered as the tools to create unity and harmony among Thai

people. Most of Thai art and culture are influenced by Buddhism as the dominant religion (Gunaviro, 2020). The purpose of art and cultural conservation is to support activities related to maintaining Thai art, culture and custom in order to preserve and conserve good culture and custom and to create pride and dignity in Thai national identity (Rugmai et al., 2016).

From the literature survey, it can be concluded that organizational policy, which underlines the acceptable rule, regulation and practice can lead to the fulfillment of mission implementation of the organization. Organizational structure, which links individual with roles, duties, responsibilities and authorities is related to mission implementation of the organization. Organizational leadership has a direct effect on guiding, motivating, and encouraging employees to work for productivity, profitability and sustainable development of the organization. Organizational culture is a core value that can guide and direct employees to behave in appropriate and acceptable ways, and to increase unity and harmony among each individual to work for achieving organizational goals. Therefore, the research framework was proposed (Figure 1).

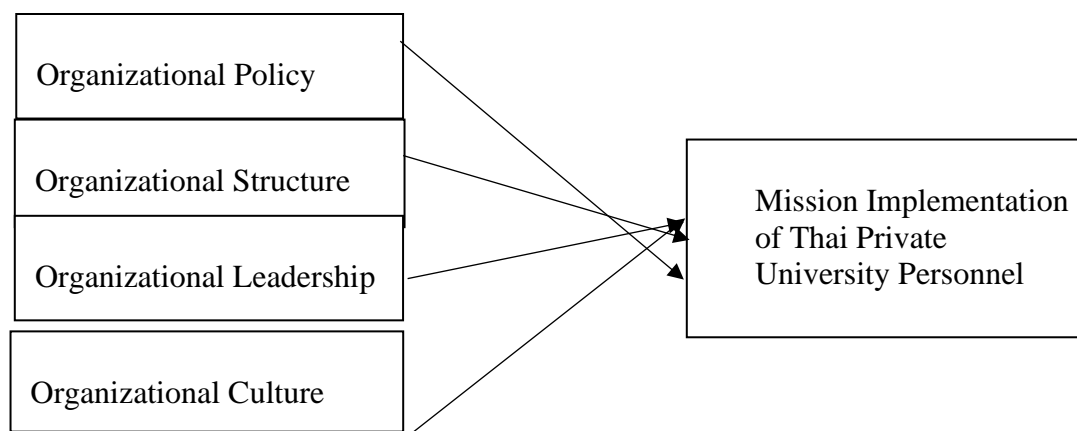


Figure 1 Research framework

Based on the previous studies, the researchers proposed the research hypotheses as follows:

Ha1: Organizational factors are related to mission implementation of Thai private university personnel

Ha2: Organizational factors have an effect on mission implementation of Thai private university personnel

3. METHODOLOGY

This study used a cross-sectional survey with a quantitative method to explore a relationship between organizational factors and mission implementation of Thai private university personnel.

Populations and Samples

The populations used in this study were university personnel in ten private universities located in Bangkok and suburban areas, which concluded Siam University, Southeast Asia University, Bangkok University, Assumption University, Krirk University, Rangsit University, Pathumthani University, Kasem Bundit University, Dhurakij Pundit University, and Sripatum University. Since a number of populations are about 1,410 people, the researchers calculated the sample sizes using the formula of Taro Yamane, and 310 samples were obtained.

Variables Used in This Study

The variables used in this research included: (1) independent variables, which were organizational factors comprising of organizational policy (OP), organizational structure (OS), organizational leadership (OL), and organizational culture (OC); and (2) dependent variables, which were mission implementation of Thai private university personnel comprising of teaching (TE), research conduct (RC), academic service (AS), and cultural preservation (CP). The concepts about organizational factors were derived from the concepts and theories of several previous studies such as Chiemeke, Daft and Milano (Chiemeke et

al., 2018; Daft, 2010; Milano, 2021), whereas, the concepts about mission implementation of Thai private university personnel were derived from Private Higher Education Institution Act B.E. 2546 (2003) (Royal Thai Government Gazette, 2003), and Announcement of Ministry of Education on Higher Education Institution Standard B.E. 2554 (2011) (Ministry of Education of Thailand, 2011).

Research Instrument

The questionnaire was used as an instrument for collecting data in this study. The questionnaire consisted of the following parts: Part 1 included 6 questions regarding demographic profiles of participants in the form of a check mark. Part 2 included 16 questions regarding organizational factors of Thai private universities in the form of a 5-point Likert scale ranging from “strongly disagree” to “strongly agree.” Part 3 included 16 questions regarding mission implementation of Thai private university personnel in the form of a 5-point Likert scale ranging from “strongly disagree” to “strongly agree.” The research questionnaire was checked by five research experts in order to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of 0.96 was obtained. The questionnaire was used to try out with 30 people who were not the samples in this study in order to find the reliability value using alpha coefficient of Cronbach. The reliability coefficient was 0.92, which means that the questionnaire was reliable enough for conducting this study.

Data Collection and Analysis

Data were collected during February 15, 2022 to April 30, 2022. The researchers distributed 310 questionnaires to ten university personnel with 31 questionnaires per each university, using convenience sampling, and 295 questionnaires were returned, which can be calculated as 93.05 percent. Both descriptive and inferential statistics were used to analyze data in this

research. Descriptive statistics consisting of frequency and percentage were used to analyze demographic profiles of respondents; and mean and standard deviation were used to analyze organizational factors and mission implementation of Thai private university personnel. Inferential statistics consisting of Pearson Correlation, and Stepwise Multiple Regression Analysis were used to analyze the relationship and effect of organizational factors on mission implementation of Thai private university personnel respectively. The Statistical Package for The Social Sciences (SPSS) was used to analyze the collected data.

4. RESULTS

In this section, the researchers presented the research results in the following four parts:

Part I: The Results of Analysis on Organizational Factors of Thai Private Universities

In this part, we analyzed organizational factors of Thai private universities. The research results

showed that organizational factors of Thai private universities, in total, were perceived at high level ($M = 3.30$, $SD = 0.33$). In particular, organizational policy (OP) had the highest mean value ($M = 3.45$, $SD = 0.31$) followed by organizational leadership (OL) ($M = 3.41$, $SD = 0.32$), organizational culture (OC) ($M = 3.20$, $SD = 0.34$), and organizational structure (OS) ($M = 3.16$, $SD = 0.36$) respectively (Table 1).

Part 2: The Results of Analysis on Mission Implementation of Thai Private University Personnel

In this part, the researchers analyzed mission implementation of Thai private university personnel. The research results showed that mission implementation of Thai private university personnel, in total, was perceived at high level ($M = 3.49$, $SD = 0.55$). In particular, teaching (TE) had the highest mean value ($M = 4.20$, $SD = 0.53$), followed by academic service (AS) ($M = 3.29$, $SD = 0.56$), research conduct (RC) ($M = 3.26$, $SD = 0.54$), and cultural preservation (CP) ($M = 3.21$, $SD = 0.59$) respectively (Table 2).

Table 1

Mean and Standard Deviation of Organizational Factors of Thai Private Universities

| Organizational factors | M | SD | Level | Ranking |
|-----------------------------------|------|------|----------|---------|
| 1. Organizational policy (OP) | 3.45 | 0.31 | High | 1 |
| 2. Organizational structure (OS) | 3.16 | 0.36 | Moderate | 4 |
| 3. Organizational leadership (OL) | 3.41 | 0.32 | High | 2 |
| 4. Organizational culture (OC) | 3.20 | 0.34 | Moderate | 3 |
| Total | 3.30 | 0.33 | High | |

Table 2

Mean and Standard Deviation of Mission Implementation of Thai Private University Personnel

| Mission implementation | M | SD | Level | Ranking |
|-------------------------------|------|------|----------|---------|
| 1. Teaching (TE) | 4.20 | 0.53 | High | 1 |
| 2. Research conduct (RC) | 3.26 | 0.54 | Moderate | 3 |
| 3. Academic service (AS) | 3.29 | 0.56 | Moderate | 2 |
| 4. Cultural preservation (CP) | 3.21 | 0.59 | Moderate | 4 |

| | | | |
|-------|------|------|------|
| Total | 3.49 | 0.55 | High |
|-------|------|------|------|

Part 3: The Results of Analysis on the Correlation between Organizational Factors and Mission Implementation of Thai Private University Personnel

Ha1: Organizational factors are related to mission implementation of Thai private university personnel

In this part, the researchers analyzed a relationship between organizational factors and mission implementation of Thai private university personnel. The research results showed that the internal correlation among the four organizational factors was positive, which means each variable had a relationship in the same direction with statistical significance at .01. The internal correlation ranged between .635 to .856, which organizational leadership (OL) had the highest correlation with organizational culture (OC). Organizational factors were positively related to mission implementation of Thai private university personnel with a correlation ranged between .689 to .867, which organizational culture (OC) had the highest correlation with mission implementation of Thai private university personnel (Table 3).

Part 4: The Results of Analysis on the Effect of Organizational Factors on Mission Implementation of Thai Private University Personnel

Ha2: Organizational factors have an effect on mission implementation of Thai private university personnel

In this part, the researchers analyzed organizational factors consisting of organizational policy (OP), organizational structure (OS), organizational leadership (OL) and organizational culture (OC) that have an effect on mission implementation of Thai private university personnel. The results of Stepwise Multiple Regression Analysis showed that organizational factors had an effect on mission implementation of Thai private university personnel with statistical significance at .01 ($F=62.358$, $p=.000$). The forecasting equation from multiple regression analysis can predict the effect of organizational factors on mission implementation of Thai private university personnel at 89.5 percent (Adjusted $R^2 = .895$), whereas, the rest 10.5 percent was the result of other factors, which were not taken into account in this study. In particular, organizational leadership (OL) had the highest effect on mission implementation of Thai private university personnel (Beta = .875, $p < .01$), followed by organizational policy (OP) (Beta = .537, $p < .01$), organizational culture (OC) (Beta = .435, $p < .01$), and organizational structure (OS) (Beta = .316, $p < .01$) (Table 4).

The forecasting equation of organizational factors affecting mission implementation of Thai private university personnel can be written in the form of standard scores as follows:

Standard Score: Mission implementation (MI) = .875 Organizational leadership (OL) + .537 Organizational policy (OP) + .435 Organizational culture (OC) + .316 Organizational structure (OS)

Table 3

The Correlation between Organizational Factors and Mission Implementation of Thai Private University Personnel

| Variables | OP | OS | OL | OC | MI |
|-----------|----|----|----|----|----|
|-----------|----|----|----|----|----|

| | | | | | |
|----|---|--------|--------|--------|--------|
| OP | 1 | .635** | .726** | .815** | .689** |
| OS | | 1 | .752** | .828** | .756** |
| OL | | | 1 | .856** | .791** |
| OC | | | | 1 | .867** |
| MI | | | | | 1 |

** p < .01

Table 4

Multiple Regression Coefficients of Organizational Factors Affecting Mission Implementation of Thai Private University Personnel

| Variables of organizational factors | Unstandardized coefficients | | Standardized coefficients | T | P |
|-------------------------------------|--------------------------------|------|---------------------------|----------|------|
| | B | SE | β | | |
| (Constant) (a) | .305 | .045 | | 16.729** | .000 |
| Organizational leadership (OL) | .794 | .056 | .875 | 12.821** | .000 |
| Organizational policy (OP) | .448 | .015 | .537 | 20.821** | .000 |
| Organizational culture (OC) | .370 | .039 | .435 | 3.518** | .000 |
| Organizational structure (OS) | .350 | .045 | .316 | 2.859** | .000 |
| | R ² = .968 | | F = 62.358 | | |
| | Adjusted R ² = .895 | | SE = .386 | P = .000 | |

** p < .01

5. CONCLUSION AND DISCUSSION

From the research findings, it is found that organizational factors of Thai private universities, in total, were perceived at high level. In particular, organizational policy had the highest mean value, followed by organizational leadership, organizational culture, and organizational structure. The results of this research are relevant to a study of Milano (2021) which found that organizational policy is a principle of action proposed and adopted by an organization to provide directions, and guidance for employees to work effectively in order to reach organizational goals. In this regard, Brown et.al (2010) stated that the purpose of organizational policy is to provide a general guidance and direction for managers and employees to increase productivity, work performance and profit of the organization. Each organization creates organizational strategies

based on organizational policy. Organizational policy is developed to maintain organizational justice, and address the needs and interests of each employee in the organization. Anitha (2014) and Chiemeke et al. (2018) found that organizational policy has a direct influence on employee commitment, employee satisfaction, work life quality, and employees' intention to work in the company for a long time. In addition, Karndejarak et al. (2016) also confirmed that organizational policy is a foundation of strategic implementation plan of private university. Strategic implementation plan of private university is positively associated with educational quality and standard according to criteria for excellence of Ministry of Education of Thailand.

Mission implementation of Thai private university personnel, in total, was perceived at high level. In particular, teaching had the highest

mean value, followed by academic service, research conduct, and cultural preservation. The results of this research are relevant to a study of Tunwattanapong (2019) which found that Thai private universities place great emphasis on learning and teaching more than other three missions i.e. conducting research, providing academic service to the community and conserving Thai arts and cultures. The Office of The Higher Education Commission (2016) stated that private universities lack personnel who are expert in conducting both quantitative and qualitative research. Private universities should support fund and budget for lecturers to conduct researches and publish more research articles in well-accepted journals. In addition, Boontham (2010) also found that personnel of private higher education institutions received a limited research fund to conduct a research. So, research conduct and publication of academic papers in international journals are less than expectation. However, in order to meet with the requirement of The Office of The Higher Education Commission, many private universities are trying to encourage their personnel to conduct researches and publish research articles in national and international journals gradually.

With regard to a correlation between organizational factors and mission implementation of Thai private university personnel, the results of the study showed that organizational factors were positively related to mission implementation of Thai private university personnel. In particular, organizational culture had the highest correlation with mission implementation of Thai private university personnel. This means that good organizational culture can lead to the fulfillment of mission implementation of Thai private university personnel. The results of this study are relevant to the studies of Akpa et al. (2021) and Shahzad et al. (2012) which found that organizational culture has a deep impact on various organizational processes, employees, and its performance. A

strong culture should be developed in the organization to improve work performance of employees, productivity, profit and sustainable growth of the organization. In addition, Channuwong and Dhammahansakul (2021) and Shao et al. (2012) pointed out that good organizational culture promotes unity, harmony, creativity, non-discrimination, justice, efficiency and effectiveness of the organization. Creative organizational culture leads to sustainable growth and profit of the organization.

With regard to organizational factors affecting mission implementation of Thai private university personnel, the results of this research showed that organizational factors had an effect on mission implementation of Thai private university personnel. In particular, organizational leadership had the highest effect on mission implementation of Thai private university personnel, followed by organizational policy, organizational culture, and organizational structure. The results of this research are relevant to the studies of Ghasemy et al. (2018) and Obiwuru et al. (2011) which found that organizational leadership is positively associated with work performance. The ability of administrators to gain support and participation from each employee depends on their leadership characteristics and personal competency. Excellent leaders are those who inspire, encourage, and motivate subordinates to dedicate their effort to work for organizational growth. In this regard, Stogdill and Coons (1957) and Fry (2003) found that organizational leadership is a management strategy that guides, motivates and inspires a group of people to express their potential to work for the success of the organization. Channuwong (2018) and Frackenhohl et al. (2016) confirmed that good leaders are those who adhere to good governance, virtue, ethics, and organizational justice. They make a good planning, set vision and strategy, guide, encourage and inspire subordinates to work in the same direction to achieve

organizational goals. Additionally, they treat employees equally with fairness, justice and non-discrimination regardless of race, color, national origin, religion, belief, sex, age and other personnel factors.

Implication for Practice

This study revealed that organizational factors were positively related to and had positive effect on mission implementation of Thai private university personnel. In particular, organizational culture had the highest correlation with mission implementation of Thai private university personnel. Organizational leadership had the highest effect on mission implementation of Thai private university personnel. In order to fulfill mission implementation of Thai private university personnel, organizational policy should be clearly identified to increase employee commitment, employee satisfaction, work life quality, customer satisfaction, productivity and profit of the institutions. Organizational culture should be developed to increase strong core value, unity, harmony, and work performance of employees. Organizational leadership should be cultivated in order to inspire, motivate and guide employees to work for achieving organizational goals.

Limitations and Recommendations for Future Research

This study has some limitations. Firstly, the samples used in this study were confined to private university personnel in Bangkok and suburban areas; it is possible that the research results cannot be used to generalize mission implementation of Thai private university personnel in other regions of Thailand. Therefore, future studies should be expanded to include Thai private university personnel in different regions of Thailand. Secondly, organizational factors used in this study were limited to organizational policy, organizational structure, organizational leadership and organizational culture, future

research should be expanded to include other factors such as organizational environments, conditions, budget and profit of the institutions that may have an effect on mission implementation of Thai private university personnel. Thirdly, this study focused only on Thai private university personnel, there should be a comparative study on mission implementation between Thai private and public university personnel.

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