

Developing the Quality of Government Management to Excellence of the Regional Livestock Office 6 Department of Livestock Development

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Abstract

Background and Objectives: Public sector reform over the past several decades has undergone continuous transformation, heavily influenced by the principles of New Public Management (NPM). This paradigm emphasizes transparency, efficiency, good governance, citizen-centered services, and integrated operations. Such reforms have led to significant changes in public organizations, including the implementation of performance evaluation systems and results-based management approaches. Central to these reforms is the adoption of private sector management principles, particularly organizational excellence frameworks. Therefore, this study aims to examine the levels and factors influencing the development of organizational management quality toward excellence in the Regional Livestock Office 6, as well as to propose guidelines for enhancing the organizational management quality of this public agency in pursuit of excellence.

Materials and Methods: This study employed a mixed-methods research design, integrating both quantitative and qualitative approaches. The quantitative component involved the distribution of questionnaires to a sample group of 316 respondents. The data were analyzed using descriptive statistics such as mean and standard deviation, as well as multiple linear regression analysis. For the qualitative component, in-depth interviews were conducted with 25 key informants who were directly involved in public sector organizational management toward excellence.

Research Findings: The study revealed the following results: 1) the overall level of organizational management quality development toward excellence at the Regional Livestock Office 6, Department of Livestock Development, was found to be high (mean = 4.11). 2) Four variables were found to have a statistically significant influence (at the 0.05 level) on the development of organizational management quality toward excellence (dependent variable: y). These variables, ranked in order of their effect size from highest to lowest, are: management practices, human resources, materials and equipment, and budget allocation. And 3) the proposed guidelines for public sector organizational management toward excellence at the Regional Livestock Office 6 were found to be consistent with the criteria for Public Sector Management Quality Award (PMQA).

Conclusion: The development of organizational management quality toward excellence at the Regional Livestock Office 6, Department of Livestock Development not only contributes to the achievement of the organization's intended goals but also brings significant benefits to all stakeholders. These include personnel within the organization, service recipients from the public, and other relevant stakeholders, all of whom stand to gain from the organizational development efforts.

Keywords: Quality Development; Management; Organizational Excellence

Introduction

The First Industrial Revolution (Industry 1.0) marked a period of profound social transformation, characterized by the emergence of new ideas, principles, and processes. This era witnessed the invention and use of machinery in production processes, and the development of managerial approaches aimed at enhancing operational efficiency. Household industries evolved into factory-based systems, where machines were employed in large-scale production and mass employment was introduced to increase output. As a result, trade and commerce expanded significantly, creating new opportunities for merchants and investors in emerging industries. This period marked the beginning of industrialization and the emergence of various management theories, which contributed to changes in work practices and productivity improvement. Subsequently, the Second Industrial Revolution (Industry 2.0) saw a shift from coal-powered energy to the use of electricity, gas, and oil. This transition enabled mass production, improved production efficiency, and reduced costs. In the Third Industrial Revolution (Industry 3.0), electronic devices began to play a central role, with the computer being a major technological advancement.

Computers revolutionized industrial operations through automation, greatly increasing the efficiency of production processes and lowering production costs, which in turn made consumer goods more affordable. Over time, these developments have led to the present era, known as the Fourth Industrial Revolution (Industry 4.0) (Korkueasuebsai, 2017).

This transformation represents a significant dynamic force that has led to societal change and increased challenges across all sectors—government, private, and civil society—each of which must adapt accordingly. The ongoing shifts compel both individuals and organizations to evolve in ways that are coherent, relevant, and responsive to new demands and progress toward improvement (Wannaklang & Pakdeeworg, 2022). In contemporary society, it is evident that individuals—regardless of their location—are inevitably connected to organizations in one form or another. Organizations have become integral to daily life and societal functioning. People may be involved with organizations in various capacities, such as executives, business owners, supervisors, or operational staff. However, the success of any organization fundamentally depends on internal collaboration and mutual understanding. It is through the deliberate and strategic organization of activities that goals and objectives can be effectively achieved (Pimonrattanakan et al., 2022).

Following the significant bureaucratic reform in Thailand in 2002, marked by the enactment of the Government Administration Act B.E. 2545 (2002), Amendment No. 5, the aim was to enable government agencies to respond effectively to global social changes and to serve as a guideline for advancing national development and enhancing public service efficiency. This was achieved by establishing general principles for public administration. Subsequently, the Royal Decree on Good Governance Principles B.E. 2546 (2003) was promulgated to provide a framework and direction for more concrete and effective government operations. The decree stipulated that good governance should be pursued for the welfare of the public, to achieve organizational objectives effectively, to ensure cost-efficiency in public sector missions, and to reduce procedural complexities to enable more agile, rapid, and responsive public service delivery. In line with these goals, the Office of the Public Sector Development Commission (OPDC) and the National Productivity Institute established the Public Sector Management Quality Award (PMQA) as a tool for government agencies to develop their organizations purposefully. This award emphasizes the collaboration of all personnel to achieve efficiency and effectiveness in a unified direction that benefits the public. This initiative reflects the core principles of modern public sector management (Lertmalao & Boonyarataphan, 2018).

Research Objectives

1. To study the level of development of public sector management quality towards organizational excellence at the Office of Livestock District 6, Department of Livestock Development.
2. To examine the factors influencing the development of public sector management quality towards organizational excellence at the Office of Livestock District 6, Department of Livestock Development.
3. To propose guidelines for improving the quality of public sector management towards organizational excellence at the Office of Livestock District 6, Department of Livestock Development.

Literature Review

1. Concepts of Organizational Quality Development

Weber (1966) explained that an organization is a unit of society, characterized as a group or agency where members collaboratively perform activities to achieve set goals. It is a process structured so that individuals interact and work together to fulfill predetermined objectives (Hicks, 1972). This aligns with Kosolkittiamporn and Kenapoom (2016), who described an organization as a group of two or more individuals engaging in joint activities to attain shared goals or objectives. Achieving these objectives requires division of labor through clearly defined authority and responsibilities, continuous communication, and coordination among members to reach goals efficiently and effectively. Organizations may be formal or informal. Formal organizations are characterized by special divisions, standardized systems,



formalization, centralized authority, and flexibility. Currently, public sector organizations are developing systematically and rationally, incorporating learning plans and self-development of personnel alongside emphasizing internal organizational change processes. This includes enhancing personnel capacity and quality of life, which positively influences work performance. It also involves advanced planning, defining responsible parties, managing the stages of change, and studying impacts to find solutions, enabling sustainable and effective organizational operations (Owen, 2001). Therefore, the concept of organizational quality development serves as a tool to improve all aspects of public sector work, in line with the new public management approach that aims at reforming the public sector for greater efficiency, effectiveness, transparency, and better responsiveness to citizens' needs.

2. Concepts of New Public Management

New Public Management (NPM) originated in the 1980s with the aim of modernizing public administration systems. The emergence of NPM in many countries was driven by the desire to create organizations or agencies that are mission-driven, decentralized, flexible, and interconnected through networks between various organizations or units (Denhardt and Grubbs, 2003). All administrative tasks are required to be conducted based on carefully analyzed and studied criteria to ensure the best methods are applied to increase productivity efficiently and effectively for the benefit of all stakeholders (Taylor, 1989). New Public Management relies on coordination processes to integrate various management resources—including personnel, finances, materials, tools, machinery, and information—to ensure operations meet predetermined goals efficiently and effectively (Bodeerat, 2015). This aligns with Peter Drucker's (1973) management principle of the 4Ms: (1) Man refers to managing human resources to maximize efficiency and effectiveness; (2) Money involves financial management to allocate funds with minimal costs while maximizing benefits; (3) Materials concerns managing materials and equipment—deciding when, where, and how to use them economically to achieve maximum benefit; and (4) management is the process of organizing, controlling, and establishing organizational culture to ensure all work is performed efficiently and effectively (Prem Sri, 2024). The New Public Management approach is closely related to organizational excellence management and is considered a complementary concept supporting the improvement of public sector efficiency and quality.

3. Concepts on Organizational Management Toward Excellence

Sudjit (2017) explained that since 1987, the Malcolm Baldrige National Quality Award (MBNQA) has brought together leading executives and academics across the United States with the goal of establishing national quality criteria. These criteria serve as a framework for quality management, promoting communication and encouraging organizations throughout the country to adopt them in order to improve the quality of products, processes, and customer services. Over time, the MBNQA criteria have evolved conceptually, particularly through the integration of Japanese quality management principles, known as "Company-Wide Quality Control" (CWQC). This approach laid the foundation for what is now known as Total Quality Management (TQM), a holistic quality management framework that has since gained global acceptance across both public and private sector organizations. The conceptual framework of TQM is comprised of three main components: T (Total) refers to the inclusive participation of all individuals within the organization in quality improvement efforts. Q (Quality) emphasizes customer satisfaction as the primary goal, focusing on the utility and value derived from products and services. Quality also relates to the systematic approach to management, in which organizational activities are carried out continuously and in alignment with the original PDCA (Plan–Do–Check–Act) Cycle. When applied consistently across all organizational units, a comprehensive quality system is formed. M (Management) represents the system of organizational quality management, which is directed and sustained by top-level executives who are committed to the continuous improvement of the organization's quality systems. This includes responsiveness to both internal and external stakeholders. In alignment with Raksanon and Chamniyan (2024), the Public Sector Management Quality Award (PMQA) serves as a management framework promoted by the Office of the Public Sector Development Commission (OPDC) in Thailand. The framework encourages government agencies to adopt self-assessment tools that encompass all dimensions

of organizational performance, aiming to elevate the quality of public management to international standards. PMQA has been widely used by government agencies as a tool to enhance organizational management systems and to strengthen institutional capabilities in pursuit of excellence. Thus, organizational management toward excellence can be defined as a continuous commitment by an organization to develop and enhance its capabilities across all dimensions in order to effectively meet the needs of all stakeholders.

Conceptual Framework of the Study

The researcher conducted a comprehensive review of the literature, including concepts related to organizational quality management development, organizational management toward excellence, new public management, and relevant empirical studies. This review served as the foundation for constructing the conceptual framework of the present study, titled “The Development of Quality Management Toward Excellence in the Office of Livestock Region 6, Department of Livestock Development.” The framework is outlined as follows:

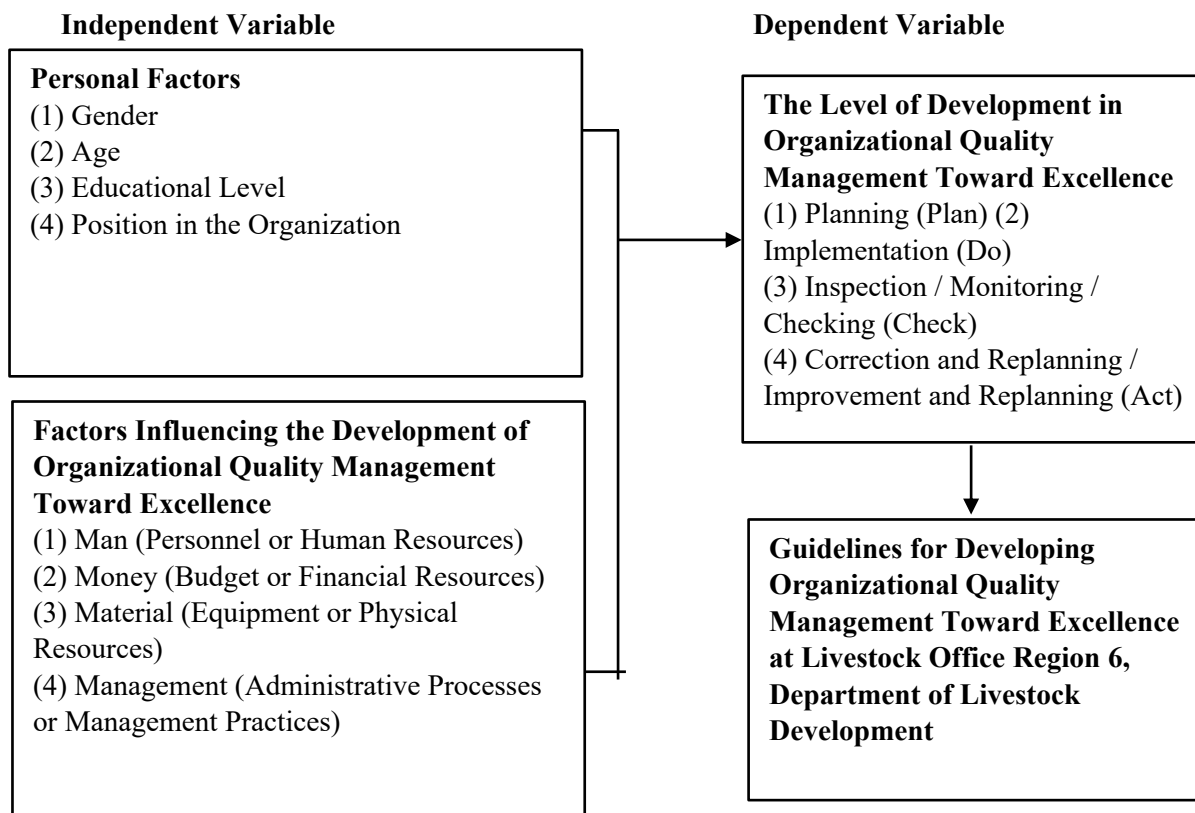


Figure 1 Research Conceptual Framework

Research Methodology

This study employed a mixed methods research design, combining qualitative research and quantitative research approaches. The qualitative component involved in-depth interviews with key informants selected through purposive sampling. A total of 25 participants were interviewed, comprising: (1) senior executives of the Department of Livestock Development, (2) civil servants at Livestock Office Region 6, (3) permanent employees and government officials at Livestock Office Region 6, (4) contracted and temporary staff at Livestock Office Region 6, and (5) service recipients in the jurisdiction of Livestock



Office Region 6. The quantitative component was based on survey research using questionnaires developed from variables derived through a thorough literature review and related studies. The survey aimed to examine the relationships between independent and dependent variables. For the qualitative phase, in-depth interviews provided rich descriptive data that helped explain the phenomena under study and informed the development of the quantitative questionnaire. Data collection for the quantitative phase involved administering questionnaires to a sample of 316 personnel working within the responsibility area of Livestock Office Region 6. The sample size was determined using Taro Yamane's formula (1973) from a population of 1,436 personnel, including civil servants, permanent employees, government officials, contract workers, and temporary staff. The research instrument consisted of four sections: Section 1: A demographic survey capturing personal factors of respondents. Section 2: Questions measuring the level of development of quality management toward organizational excellence at Livestock Office Region 6. Section 3: A five-point Likert scale assessing factors influencing the development of quality management toward organizational excellence at Livestock Office Region 6. Section 4: open-ended questions soliciting respondents' suggestions for improving the quality management of the organization toward excellence. Data analysis employed stepwise multiple regression analysis (Sriphrabu, 2022), which guided the discussion of findings and subsequent conclusions of the study.

Data Collection and Quantitative Research Instrument

1. The research instrument used in this study was a questionnaire developed by the researcher. The questionnaire was constructed based on the review of relevant concepts, theories, and related research, and was designed to align with the research objectives. The questionnaire comprised four sections as follows: Section 1: questions regarding the respondents' personal factors, including gender, age, educational level, and organizational position. Section 2: items measuring the level of quality management development toward organizational excellence in the Livestock Office Region 6, Department of Livestock Development. This section included the dimensions of Planning (Plan), Implementation (Do), Checking (Check), and Improvement and Re-planning (Act). Section 3: Factors influencing the development of quality management toward organizational excellence in the Livestock Office Region 6, Department of Livestock Development. These factors comprised Man (Personnel), Money (Budget), Material (Equipment and Supplies), and Management. Section 4: open-ended questions concerning suggestions for improving the quality management of the Livestock Office Region 6, Department of Livestock Development, toward organizational excellence.

2. Instrument Development Procedures: the steps for developing the research instrument were as follows: study relevant concepts, theories, documents, and research related to the development of quality management in public organizations toward excellence, to serve as a guideline for creating the questionnaire. Analyze the content and determine the conceptual framework to ensure the questionnaire comprehensively covers the scope of the research. Develop the questionnaire to include all research content areas and submit the draft to the advisor for review and revision based on feedback. Validate the instrument by assessing content validity, ensuring accuracy and completeness. The draft questionnaire was reviewed by five experts for evaluation. Calculate the Index of Item-Objective Congruence (IOC) by having experts assess the items. Only questions with an IOC value of 0.5 or higher were retained. The overall IOC of the questionnaire was set to 1, following the calculation method by Rovinelli and Hambleton (1977). Test the reliability of the questionnaire by calculating Cronbach's Alpha Coefficient (Cronbach, 1970). A pilot test was conducted with 30 personnel from Livestock Office Region 5 (Chiang Mai), who were not part of the main study sample. The questionnaire yielded a Cronbach's Alpha coefficient of 0.996. Subsequently, the finalized questionnaire was used with the study sample.

Data Collection and Instruments for Qualitative Research

1. Data Collection Instrument: the instrument used for data collection was an in-depth interview guide developed by the researcher. The process began with a review of relevant concepts, theories, and prior research related to the study to establish the research framework and identify the variables to be examined. Subsequently, a structured interview guide was created and submitted to the research advisor for



review and revision to ensure comprehensive coverage of the research issues. The in-depth interview consisted of three parts: (1) Interview questions regarding the level of development in the quality of public sector organizational management toward excellence at Livestock Office Region 6 , Department of Livestock Development; (2) interview questions concerning factors influencing the development of quality management in the public sector organization toward excellence at Livestock Office Region 6; and (3) Interview questions on strategies for improving the quality of organizational management toward excellence at Livestock Office Region 6, Department of Livestock Development.

2. Instrument Development Process: the process of developing the research instrument involved studying relevant information on the development of quality management in public sector organizations toward excellence, as well as conducting in-depth interviews. The rationale and procedures were as follows: reviewing secondary data and documents to analyze the development of quality management in public sector organizations toward excellence. Conducting in-depth interviews with 25 key informants using open-ended questions to gather valuable information related to the improvement of quality management in public sector organizations toward excellence. The collected data were then subjected to content analysis to facilitate discussion and draw conclusions from the research findings.

3. In-Depth Interview Procedures: the in-depth interviews were conducted as structured, focused sessions. The researcher followed a systematic process by defining the scope and formulating the interview questions based on the research objectives, operational definitions, and conceptual framework. Prior to the interviews, the researcher ensured the readiness of all necessary equipment and confirmed the date, time, and location with the participants in advance. During the interviews, the researcher explored the key topics in detail, progressing from the initial to the final questions. A relaxed and natural conversational atmosphere was intentionally fostered to facilitate the exchange of knowledge and opinions related to the research topics.

4. Data Synthesis and Interpretation: the data synthesis and interpretation involved summarizing the phenomena or findings derived from the data presentation. This process also included validating the data accuracy through three forms of triangulation: data triangulation, theoretical triangulation, and methodological triangulation.

Research Results

The study on the development of quality management in public sector organizations toward excellence at the Department of Livestock Development, Regional Livestock Office 6 , presents the following research findings: Results of the analysis on the level of quality management development in public sector organizations toward excellence at the Department of Livestock Development, Regional Livestock Office 6.

Development of Quality Management toward Organizational Excellence at Regional Livestock Office 6, Department of Livestock Development	n = 316		Level of Quality Development
	$\bar{x}$	S.D.	
Planning Aspect	4.18	.61	more
Implementation Aspect	4.11	.61	more
Monitoring and Evaluation Aspect	4.11	.66	more
Aspect of Improvement and Replanning	4.05	.68	more
Total	4.11	.59	more

Table 1 Mean and Standard Deviation of the Level of Quality Development in Public Organization Management toward Excellence of the Office of District Livestock 6 , Department of Livestock Development

From Table 1, the analysis of the overall level of quality development in public organization management toward excellence at the Office of District Livestock 6 , Department of Livestock Development, was found to be at a high level (mean = 4.11). When broken down by each aspect, the quality development was also at a high level across all four dimensions: planning (mean = 4.18), implementation (mean = 4.11), monitoring (mean = 4.11), and corrective actions and subsequent planning (mean = 4.05).

2. Results of the analysis of factors influencing the development of quality management in the public organization toward excellence at the Office of District Livestock 6, Department of Livestock Development, were conducted using multiple linear regression analysis with the Enter method, where all independent variables were entered simultaneously into the equation. The dependent variable (Y) was the quality development of public organization management toward excellence at the Office of District Livestock 6, and the four independent variables (X) included: 1) Personnel (X_1), 2) Budget or financial resources (X_2), 3) Materials or equipment (X_3), and 4) Management (X_4). The results of the data analysis from these four predictor variables are presented as follows:

Independent variables	B	S.E.	Beta	t	Sig.
a Constant	.793	.098		8.067	.000
X_1 Personnel factor	.278	.041	.314	6.727	.000
X_2 Financial factor	.087	.043	.106	2.050	.041
X_3 Material resources or equipment factor	.085	.034	.117	2.508	.013
X_4 Management factor	.374	.047	.425	7.955	.000

$R = .894$ $R^2 = .800$

Table 2 Results of the Analysis of Factors Affecting the Development of Quality in Public Organization Management Towards Excellence of the Department of Livestock Development, Regional Livestock Office 6 (y)

From Table 2, it was found that the results of the analysis of factors affecting the development of quality in public organization management towards excellence at the Department of Livestock Development, Regional Livestock Office 6 (y), using the enter method for multiple linear regression analysis, are as follows:

1. The four factors studied exhibited a multiple correlation with the development of quality public sector management toward excellence at the Regional Livestock Office 6, Department of Livestock Development (y), with an R value of 0.894. This indicates that the four independent variables, when combined, are highly correlated with the development of public sector management quality toward excellence, reflecting a relatively strong level of association.

2. The four independent variables studied accounted for a variance in the development of public sector organizational management quality toward excellence at the Office of Livestock Region 6, Department of Livestock Development, with an R^2 value of 0.800. This indicates that these four variables collectively explain 80.00% of the variance in the quality development of public sector organizational management toward excellence at the said office.

3. Four variables were found to have a statistically significant effect at the .05 level on the development of public sector organizational management quality toward excellence at the Office of Livestock Region 6, Department of Livestock Development (y). This finding is consistent with the research hypothesis. The variables are ranked in descending order based on their standardized beta coefficients, indicating their relative contribution to the variance in the dependent variable, as follows:

- 3.1 Management (X_4 , Beta = .425)
- 3.2 Personnel (X_1 , Beta = .314)
- 3.3 Materials and Equipment (X_3 , Beta = .117)
- 3.4 Budget (X_2 , Beta = .106)

Discussion

Quantitative Research Results

Based on the findings from the study on the development of quality management in public sector organizations towards excellence at the Office of Livestock Region 6, Department of Livestock Development, which were obtained through a questionnaire research instrument, several noteworthy points emerged that warrant discussion in order to address the research objectives as follows:

1. The analysis of the level of quality development in public sector management towards excellence at the Office of Livestock Region 6, Department of Livestock Development, revealed an overall high level (mean = 4.11). When examined by specific aspects, the quality development in public sector management towards excellence at the Office of Livestock Region 6 was also found to be high across all four dimensions: planning (mean = 4.18), implementation (mean = 4.11), monitoring (mean = 4.11), and continuous improvement and replanning (mean = 4.05). These findings are consistent with the research conducted by Jamjarus (2023: 23) on The Effectiveness of Government Performance of Phuket Municipality, Muang District, Phuket Province According to The Principles of Good Governance. The study revealed that (1) the effectiveness of government operations of Phuket Municipality, Muang District, Phuket Province, based on good governance principles, was at a high level; (2) there were statistically significant differences in the perceptions of the sample groups regarding the effectiveness of government operations at the .05 significance level; and (3) the relationship between factors influencing the effectiveness of government operations and the actual effectiveness was positively moderate to high and statistically significant at the .01 level.

2. Factors Influencing the Development of Quality Public Sector Management towards Excellence at the Office of Livestock Region 6, Department of Livestock Development. The study identified four statistically significant predictive variables influencing the development of quality public sector management towards excellence at the Office of Livestock Region 6 at the .05 significance level. These factors include personnel, budget, materials and equipment, and management. This outcome may be attributed to several reasons: personnel in the organization are recruited based on appropriate knowledge and competencies and are widely accepted; tasks and responsibilities assigned to personnel align with their knowledge, skills, and experience, enhancing work efficiency; personnel receive support and care from management, positively affecting morale; personnel strictly understand and adhere to quality development policies for organizational management excellence; and personnel participate in policymaking for quality development towards organizational excellence. Regarding financial resources, the organization allocates sufficient budget for operational effectiveness and manages funds appropriately and cost-effectively in alignment with organizational management excellence. The budgeting process is transparent, auditable, and reliable at all stages, adhering to systematic, stepwise planning according to ministry or departmental regulations. Budget disbursements strictly comply with these rules. Regarding materials and equipment, the organization allocates appropriate and adequate resources to support management quality development towards excellence. It integrates new technologies and innovations to enhance management processes and provides necessary facilities and tools for personnel to perform effectively. Modern and suitable materials are regularly procured to ensure operational efficiency. Analytical and evaluative tools are utilized in data analysis and performance assessment aligned with quality management development. Management structure is clearly defined with appropriate scope of work to support quality management development towards excellence. Organizational leaders establish clear vision, mission, objectives, and planning for management quality development, widely communicated and understood. Strategic planning involves processes and procedures enabling personnel to operate efficiently, covering both short- and long-term



horizons. Decentralization of authority to various units within the Office of Livestock Region 6 supports management excellence. These findings correspond with the research by Iamtang and Suksom (2023: 41) on The New Public Management Paradigm in the Office of Probation in Three Southern Border Provinces. Their study revealed that (1) the probation office managers operate in accordance with Henri Fayol's management principles; (2) perceptions of the new public management paradigm, based on Osborne and Gaebler's concepts, showed agreement, and current management practices align with this paradigm; (3) the paradigm incorporates four dimensions: organizational and personnel, environmental context, service recipients, and adherence to good governance principles. Regarding factors affecting management at the probation offices, managers and staff agreed that all seven components of McKinsey's 7S framework influenced office management, with particular emphasis on management style and personnel management. The development approach of the new public management paradigm in these offices includes four steps: (a) data collection and study guided by the seven factors of Sappuritsuthama and tenets of good governance; (b) paradigm formulation integrating new public management with strategic Buddhist management; (c) defining management practices based on Buddhist "POSDC" principles; and (d) evaluation and development based on McKinsey's 7S framework components.

Qualitative Research Findings

The findings from the study on the development of quality public sector management towards excellence at the Office of Livestock Region 6, Department of Livestock Development, derived from in-depth interviews with key informants, reveal several insightful points. These findings provide a basis for discussion in order to address the research objectives as follows:

1. The Level of Quality Development in Public Sector Organizational Management towards Excellence at the Office of Livestock Region 6, Department of Livestock Development

The Office of Livestock Region 6, Department of Livestock Development, manages organizational functions related to the promotion, control, supervision, research, technology transfer, and technological development in livestock. This also includes the management of genetic resources and biodiversity in livestock to ensure a sufficient quantity of animals and livestock products that meet standards, are hygienic, free from diseases, residues, and contaminants, safe for consumers and the environment, and competitive at the international level. Additionally, the office supports career promotion and income generation for farmers, serving as a crucial raw material for the production of consumer goods. To achieve the intended goals effectively, the office applies management processes aimed at transforming planning into practice, with continuous monitoring and evaluation. This approach aligns with the Deming Cycle management process consisting of four steps: planning, implementing the plan, monitoring and evaluating, and adjusting standards. These processes facilitate effective organizational management by utilizing various supporting systems such as planning, information technology, human resources, procurement and supplies, registry, and finance or budgeting to drive the organization towards excellence. Ultimately, this benefits the public service recipients and farmers within the jurisdiction of Livestock Region 6. Key informant interviews revealed useful insights related to the level of quality development in public sector organizational management towards excellence at the Office of Livestock Region 6. These findings correspond with the study by Chimpalee (2022: 42) titled Guidelines for Improving Public Sector Management Quality Award (PMQA) of Hua Hin Police Station, Prachuap Khiri Khan Province. The study's findings included: The overall quality level of public sector management (PMQA) at Hua Hin Police Station, Prachuap Khiri Khan Province, was found to be high. Organizational culture—specifically the culture of participation among personnel and knowledge sharing—significantly influenced public sector management quality (PMQA) at the police station, with statistical significance at the 0.01 level. The clarity of organizational structure also had a statistically significant effect at the 0.01 level. The predictive power of the model was 82.80%. The quality development approach for public sector management (PMQA) at Hua Hin Police Station involved establishing a clear vision and mission, conducting self-governance audits, and decentralizing decision-making authority appropriately to personnel.



2. Factors Affecting the Development of Quality in Organizational Management towards Excellence at the Office of Livestock Region 6, Department of Livestock Development

The study identified four main factors influencing organizational management at the Office of Livestock Region 6. Among these, management was recognized as the primary factor and the key focus of this research. It is a crucial process driving the organization toward its defined goals based on the principles of New Public Management (NPM). This management process emphasizes active participation of personnel at every stage within the office, focusing on efficient public service delivery and staff performance. It also highlights continuous improvement and enhancement of public service efficiency to keep pace with rapid technological and innovative changes, enabling effective response to public needs and systematic problem-solving. Regarding financial resources or budget, it is noted that adequate, appropriate, and cost-effective funding is essential to propel the organization's efficiency. Financial factors are involved in all operational steps to meet the expectations of stakeholders, service recipients, and personnel. Another important factor is materials and equipment. These resources include livestock-related materials, equipment, vehicles, spare parts, products, services, and other tools necessary for daily operations. Effective management of these materials ensures sufficient resources are available, minimizes waste, and maximizes the utilization value in alignment with the organization's activities. These findings are consistent with Uraiwan's (2023) study on New Public Management Model Affecting the Public Service in Phuket City Municipality, Phuket Province. Key results from Uraiwan's research include: The overall perception of New Public Management concepts is at a high level, while public service delivery practices are at a moderate level. New Public Management factors impacting public service delivery include cooperation between public and private sectors, direct accountability to the public, strategic operations, professional management, focus on indicators, goals, and outcomes, customer and service recipient orientation, and competitive emphasis. These factors effectively predict service delivery outcomes. The model of New Public Management affecting service delivery emphasizes clear policy and organizational goals, downsizing and restructuring units to enhance management teams, adopting procurement and competitive bidding methods to reduce costs, promoting staff competency development, integrating information and communication technology for public service, encouraging public participation in planning, development, monitoring, evaluation, and transparency through public information dissemination.

3. Guidelines for Developing Quality in Public Sector Organizational Management towards Excellence at the Office of Livestock Region 6, Department of Livestock Development

This study identified useful guidelines for improving the quality of public sector organizational management towards excellence at the Office of Livestock Region 6. The Public Sector Management Quality Award (PMQA) criteria were utilized as a framework to adapt and apply for enhancing the organizational management system to meet international standards. The focus is on continuous, comprehensive improvement across all dimensions, covering the following seven key areas:

3.1 Leadership Development should focus on the enhancement of executive and organizational leadership in driving quality management improvements. This includes clarifying vision, mission, values, and expected outcomes, emphasizing the importance of citizens and stakeholders, decentralizing decision-making, fostering innovation and learning in livestock management, ensuring good self-governance, and promoting social and community responsibility.

3.2 Strategic Planning Improvement should be made in the methods of formulating strategies and communicating strategic issues, key strategies, and operational plans. This will guide implementation and facilitate measuring progress and effectiveness.

3.3 Customer and Stakeholder Focus Efforts should be intensified to define the needs, expectations, and preferences of service recipients and stakeholders. Building relationships and identifying critical factors that lead to satisfaction and effective service delivery are essential.

3.4 Measurement, Analysis, and Knowledge Management Promotion of evaluation development, including data collection, data analysis, management and improvement of information, and knowledge



management among personnel within the organization, should be emphasized to effectively enhance organizational performance.

3.5 Workforce Focus Personnel development should cover all aspects, including work systems, learning systems, workplace happiness, and quality of work life. Additionally, motivation should be fostered to enable staff to develop themselves and fully utilize their potential aligned with organizational goals.

3.6 Operations Focus: Focus on improving management of processes, service delivery, and other supporting processes that add value and benefit to service recipients and stakeholders, enabling the organization to achieve its mission effectively.

3.7 Results Assessment of organizational performance outcomes and trends should be conducted in terms of effectiveness, service quality, efficiency, and especially ongoing organizational development.

Conclusion

The Office of Livestock Region 6, Department of Livestock Development, has undertaken efforts to develop organizational management quality towards excellence in alignment with the policies and objectives of the Department of Livestock Development. This initiative aims to elevate the capacity and efficiency of public sector units under its jurisdiction, thereby enhancing operational effectiveness and maximizing benefits for society, including stakeholders and service recipients. Besides successfully implementing management principles towards organizational excellence, the Office of Livestock Region 6 also holds other important responsibilities, such as serving as an information and knowledge center on livestock and livestock economics, formulating strategic plans and operational plans, and integrating livestock-related plans at both regional and provincial levels. It collaborates with or supports other related agencies or assigned units. Coordination occurs across 25 offices, along with interactions involving farmers, entrepreneurs, and other stakeholders, resulting in a high volume and diversity of work. Therefore, obtaining accurate and reliable data from various agencies is essential. Given the increasing complexity and volume of data, there is a critical need to develop the skills, competencies, and capabilities of personnel to prepare them for future operational demands and the transition to the digital era. Currently, some staff within the Office of Livestock Region 6 lack sufficient knowledge and skills in information technology. Without a clear personnel development plan, this could negatively affect future performance. At present, work processes, monitoring, and reporting can be conducted without being physically present in the office. With a properly structured and readily accessible information system, necessary data can be retrieved anytime, thereby improving staff productivity and the effectiveness of services delivered to stakeholders and service recipients, ultimately maximizing the benefits to the public.

Recommendations

Based on the research on developing the quality of public sector organizational management towards excellence at the Office of Livestock Region 6, Department of Livestock Development, the following useful points for practical application were identified:

1. Organizational Development for Short-Term Success

1.1 It is recommended to analyze and categorize the problems that require immediate action to address urgent issues and prevent potential damages.

1.2 The complexity of operational processes should be reduced by eliminating unnecessary steps that consume time and hinder organizational development opportunities.

1.3 Given that the Office of Livestock Region 6 supervises many units spread across multiple provinces, decentralization and delegation of decision-making authority to these units should be implemented to enable faster problem-solving.

2. Organizational Development for Long-Term Success

2.1 Clear strategic policies and goals for organizational excellence should be established to provide a structured framework guiding the organization's operations consistently and systematically, while raising awareness among personnel to perform accordingly.

2.2 Resources—including personnel, budgets, time, and tools—should be allocated efficiently and effectively, tailored to the context of each unit's distinct responsibilities and challenges.

2.3 Senior management of the Department of Livestock Development should empower regional directors of the Livestock Offices to lead the regional organizational development efforts and provide



appropriate support based on the specific contexts of each area, aiming to sustainably achieve the goals of organizational excellence.

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