

The Model for Enhancing the Effectiveness of the Government Organizations: A Case of the Southern Andaman Provincial Cluster

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Article History: Received: 11 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 23 May 2021

Abstract: The Thai bureaucracy is a very large system and involves all people of the country. As the scope of the public administration or public service is wide, the administration has to face many problems and obstacles. The development of the Southern Andaman Provincial Cluster has focused on enhancing the competitive advantage while balancing the abundance of natural resources and the environment as well as strengthening the communities. The application of management innovation therefore serves as an important guideline for increasing the effectiveness of the practitioners' performance. The objectives of this research were to: 1) study the levels of organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, organizational commitment, and effectiveness of government organizations; 2) examine the influences of organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, and organizational commitment on the effectiveness of the government organizations; and 3) develop a model for enhancing the effectiveness of the government organizations in the Southern Andaman Provincial Cluster. This research employed a quantitative research methodology. The research sample consisted of 360 civil servants from 28 provincial agencies in six provinces in the Southern Andaman Provincial Cluster. They were divided into 3 groups consisting of: 1) the executive group including the governors and deputy governors; 2) the administrative group including the heads of the government agencies whose positions were either at managerial positions, primary level or higher level; and 3) academic and practitioner group including the directors of the subdivisions and staff members. The sample size was determined based on the criterion of 20 times the observed variables. They were selected via stratified sampling. Data were collected with the use of a questionnaire and analyzed with a structural equation model. The findings showed that: 1) organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, organizational commitment, and effectiveness of the government organizations were rated at a high level; 2) organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, and organizational commitment had an influence on the effectiveness of the government organizations, with a .05 level of statistical significance; and 3) the model for enhancing the effectiveness of government organizations, developed by the researcher, was called the OPEMSC model, consisting of O (referring to an organization), P (referring to policies); E (referring to environment), M (referring to motivations), S (referring to satisfaction), and C (referring to commitment). This model serves as the concept and method for the organizational management that focuses on a truly integrated, strategic collaboration from a policy level to an operational level. It also emphasizes a work process in which different sections are linked through a digital system, which is known as the one stop service. This enables the establishment of connection of the process from the beginning to the middle and the end, the sharing of resources in the workplace which leads to cost reduction and productivity enhancement, the delivery of services that connects all the government agencies, the provision of personalized services, and the creation of the citizen-centric value in the service. All of these have an influence on the effectiveness of budget and resource allocation, as well as the success of the creation of an efficient, strong and evolving work system of the government organizations.

Keyword: Organizational characteristics, Operational policies, Work motivations, Job satisfaction, Organizational commitment, Organizational Effectiveness

1. Introduction

Organizational success is the overall success of a business organization which determines a distinctive position of the organization in the market and in the eyes of the general public both at the national and international level. Organizational success encompasses the success of all the organizational at a specific time. Organizational success is the capacity of the organization to achieve all the set goals. These organizational goals may differ in nature, but what they achieve as a whole determines the level of organizational success Ashraff, Kee, Hazimah, and Syafiqah (2020). All the economic organizations have goals, some of which have been decided in their initial documents and some of which are developed with the passage of time as the market requirements, customers' preferences, technologies, and trends change. These goals change in number and nature from organization to organization on account of the nature of businesses. Though the nature of businesses is different, yet some of their goals are common, like good image, trust of public, customers' satisfaction, effective role of customers, support of legal authorities, more productivity, more marketing, and high profits Kamilah et al. (2020).

The achievement of high organizational success and the development of sustainability in the organizational success is needed for the businesses not only to grow but to survive in the economy. The business organizations which achieve their maximum goals efficiently have more success and a more distinctive position in the market. At the same time, the organizations which are less efficient in achieving their goals are less successful and have a lower position in the market. In the modern world, organizational success has become a hot issue to be researched and debated among the researchers and practitioners like Anzola Román, Bayona Sáez, and García Marco (2019). There are many factors that determine the level of organizational success. Our study aims at analyzing some managerial factors like the skilled workforce, acquisition of resources, availability of information, and effective planning & productivity and their influences on the government organizational success. The highly skilled labor force, acquisition of high quality and innovation-based resources, quality information, and effective planning, and high quality based and innovative productivity increases the organizational effectiveness and enables the business organizations to achieve their goals in an efficient manner Zawawi et al. (2020).

The main focus of our study is on the contribution of the skilled workforce, acquisition of resources, availability of information, and effective planning & productivity into the effectiveness and success of government organizations in the Southern Andaman Provisional Cluster in Thailand. Thailand is an emerging upper-middle-income economy. It has been ranked as the 21st largest country with respect to purchasing par parity, while in terms of nominal gross domestic product, it's been ranked as the 24th largest country. The statistics of 2020 represents that Thailand's gross domestic product is \$ 509.200 billion (Trakulsrichai et al., 2013). Some highlights related to the GDP of Thailand are given below in Figure 1.

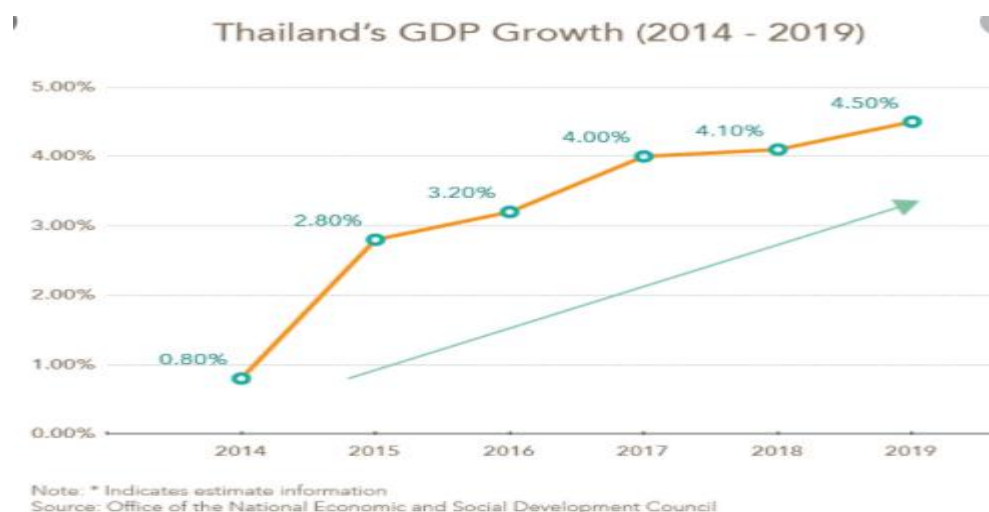


Figure 1: GDP Growth of Thailand

In Thailand, there are three provincial clusters. Southern Andaman Provincial Cluster is one of three provincial clusters. This provincial cluster consists of Ranong, Phang, Nga, Phuket, Krabi, and Trang provinces. The economy of Southern Andaman Provincial consists of mineral enterprises, fishery, forestry, tourism, and some service and manufacturing organizations. These organizations are mostly owned and regulated by the government authorities. These organizations share a lot in the economic growth and total annual exports of the country. For the past few decades, due to the increasing share of these organizations, the Thai government have become serious about the progress of these regions and these business organizations. Because of the great attention of government towards these organizations, they have a skilled labor force, better quality, quality information, and high productivity and their high success in the economy (Poomduang, 2021).

2. Literature Review

Organizational success is the capacity of organizations to achieve their goals with great efficiency. Organizational success determines the positions of business in the market. In other to compete over rivals in the market, every business organization struggles to achieve success in the market by achieving the goals which it has determined in the policies or documents. Business organizations have goals according to their nature and scope. Like private organizations, the government organizations, which are owned or administered by the government-

appointed authorities, also have certain goals (Muthuveloo, Shanmugam, & Teoh, 2017). These goals of government organizations must be achieved for the growth of the economy and public well-being. This study examines organizational success, in other words, the achievement of goals in the case of government-owned and administered organizations. There are several administrative factors like the skilled workforce, acquisition of resources, availability of information, and effective planning & productivity, which influence the efficiency of the government business organizations to achieve their goals. Till now, many studies have been conducted to address the contribution of the skilled workforce, acquisition of resources, availability of information, and effective planning & productivity into the government organizational success (Qi & Chau, 2018). Our study has cited below many past studies to support its concepts.

The renowned scholars like McIver, Lengnick-Hall, and Lengnick-Hall (2018), who analyses the role of human resources management in getting high organizational success, state that the hiring of a skilled workforce for the particular vacant job position proves to be useful for the government organization to achieve the goals effectively. The skilled labor force has complete and accurate knowledge about the resources, processes, techniques and technology. They can use their knowledge to acquire quality based material that is free from defects and contaminating effects, such as technology that gives better operational and production results and apply effective techniques. Thus, the labor force having complete knowledge help the government organizations to accomplish the goals of high ecological friendly performance, effective operations, and good quality products. According to Madanchian, Hussein, Noordin, and Taherdoost (2017), the highly skilled labor force highly trained on how to perform their functions in the relevant field effectively. For instance, the workforce which has complete training to operate computers and other digital devices like laptop, smartphones, prove to be beneficial in the IT department and accounts management. Thus, the organization can have valid information, save business records, and innovative operations. Similarly, a trained driver help in acquiring raw material, resources, and technology for achieving effective operational goals and delivering goods to the consumers meeting marketing goals. The skilled and experienced labor-force assists the organization in achieving its operational, production, and managerial goals. On the basis of experience, the workforce applies analytical skills to monitor the circumstances and take better decisions like the choice of technology for operational procedures and pollution-free quality production. The experienced workforce knows how to operate the specific technology in an effective manner that gives good results with low cost, minimal pollution, and more productivity (Ul Musawir, Serra, Zwikael, & Ali, 2017). Thus, it can be hypothesized;

According to the opinion of Petrou, Demerouti, and Schaufeli (2018), the acquisition of different kinds of resources having different quality influence the efficiency of all the organizational areas and the achievement of organizational goals. The acquisition of good quality human resources are necessary for the survival and sustainable growth of the government organization. The skilled, talented, educated, trained, and experienced human resources in a government organization, whether it deals in manufacturing of goods or rendering of services, assist in achieving its goals of high competitive advantages, better communication, good image, trust, and high social and environmental performance according to the government regulations. Trained and experienced entrepreneurs can design good organizational policies and take effective initiatives to make the personnel work whole attentively and efficiently so that the organization can gain high success. The acquisition of high-quality information resources facilitates the government organizations to be on the right track towards success. The quality information technology and effective plate-forms provide the organization with immediate, accurate, relevant, accurate, reliable, and valid information. Such quality information can be used in the administration of resources and processes, installation and employment of up-to-date technology and plants, and applying effective marketing techniques. This improves organization's responsiveness towards the government expectations and the requirements of the general public (Stouten, Rousseau, & De Cremer, 2018). The acquisition of sustainable financial resources in the form of issuance of shares, debentures, bonds, loans, and reserves makes the financial position of the organization strong. Having sustainable financial resources, management of the organization can make future planning, design different projects, and execute them efficiently. Similarly, the acquisition of better quality instruments, material, resources used in converting raw material into end products, and energy resources are necessary to carry the business activities efficiently in favor of organization to achieve the goals of public trust, customers satisfaction, high productivity, and profits (Mohsin, Kamran, Nawaz, Hussain, & Dahri, 2021; Zhang & Wu, 2017). Thus,

The acquisition of quality information assists the government organization in getting their desired goals of satisfaction of regulatory authorities and general people, public trust, good image, high productivity, manufacturing and refining of products, rendering of good services, better relations with the stakeholders. The acquisition of up-to-date information about the regulatory authority, market trends, and clients wants to enable the organization to bring an appropriate change in their resources, techniques, and procedures, which make the organization get better performance and success (Almazán, Tovar, & Quintero, 2017). The acquisition of accurate

information about the change in the policies, strategies, operating procedures, and production technology applied by the successful businesses proves to be helpful for the organization to track weaknesses in their own policies, strategies, processes, and technologies and thus, they can bring positive and effective changes in them and follow their footsteps to achieve success. The infrastructure used in the workplace keep the labor-force comfortable and facilitate them in performing their duties. In this way, they can focus on the organizational functions, establish pleasant relations with the stakeholders, and thus, make the organization successful (Guzmán, Fóster, Ramírez-Correa, Grandón, & Alfaro-Perez, 2018). The acquisition of accurate information about the geographical features like land quality helps the enterprises included in agro-industry in making decisions about the plantation of concerning crops, herbs, trees, and decided to construct factory building. Similarly, the accurate spatial information helps the mining enterprises where they should start the mining process, and the information about the eco-friendly technology assist them in refining minerals successfully. In the medical organizations like a hospital, medical stores, and pharmacy immediate and reliable information about the specific techniques, machinery, and medicines help them in making healthy decisions which leads to organizational success (Ahmad, Lodhi, Zaman, & Naseem, 2017).

Hence, effective planning is the inscription of the proper steps and correct actions to attain the organizational goals. Effective planning on the part of managers or team leaders helps the organizations in making efficient use of available resources to attain maximum outcomes and having higher competitive advantages over rivals. Effective planning enables the government organizations to consider the set goals in the concerned area, collect accurate information, explore and choose the right options, decide the action to meet the goal and undertake that actions. Thus, effective planning gives a clear way to reach the set target and achieve high business success (Rodrigues da Costa & Maria Correia Loureiro, 2019). Ineffective planning, first the strategic and tactical plans are prepared to take under consideration the present situation, the available resources, present techniques, and image of the organization, then implement them through operational planning efficiently. Affective planning enables the organization to monitor the situation, find out risks to which the organization exposed to, lacks and weaknesses which the organization have in different departments and resources. Affective planning motivates them to evaluate their impacts on the business efficiency and take actions to minimize the risks, removes lacks and weaknesses, and thus, improves the efficiency to get the goals. Moreover, effective planning enables the organization to trace out and avail from available opportunities (Papke-Shields & Boyer-Wright, 2017). The productivity level and quality of production affect the achievement of organization goals, the goals of high performance, high goodwill, high marketing, profitability, and competitive advantages. The manufacturing of more productivity in minimal resources saves the overall costs, which can be spent on other profitable things, and minimal per unit cost raises marketing for the products. Similarly, reliable, durable, and ecologically friendly production meet the customers' requirements and puts the government organization on the path of success (LeCounte, 2020). Hence;

Organizational effectiveness refers to the extent of effectiveness and efficiency with which the organization achieves the outcomes which it has set in its policies and the achievement of these goals with the available resources. The organization effectiveness includes more productivity in minimum resources, smooth and effective communication network, interaction and sound relationship with the stakeholders, good operational and marketing performance. When the organizational effectiveness is high, the business organizations can achieve their goals more in a better way (Bryan, 2019). The skilled workforce, acquisition of resources, acquisition of information, and effective planning and productivity enhances the organizational effectiveness, which improves the organization's capacity to achieve its goals. The skilled workforce which has complete knowledge, abilities, training, and experience about the usage of production technology and resources can give more and quality based productivity which enables the organization to achieve competitive advantages. The acquisition of reliable, eco-friendly, and innovative resources improves the effectiveness of operations and enhances the brand image in the eyes of the public (Kuraksin, Shemyakin, & Borychev, 2017). The acquisition of immediate, comprehensive, reliable, and valid information improves the quality of resources, technology, operational procedures, products and services, and marketing. This helps the organizational management to perform different economic activities effectively and builds communication among the stakeholders. Similarly, effective planning improves the work performance of different employees, efficiency of different departments like contingency management, risk department, sales department, and accounts management. This enables the organization to achieve the goals of smooth operations and better image (Wisløff et al., 2018). Thus,

3. Methodology

This article examines the impact of organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, organizational commitment, and effectiveness of government organizations on the effectiveness and also investigates the mediating impact of

organizational effectiveness among the nexus of organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, organizational commitment, and effectiveness of government organizations on the effectiveness. This study has adopted the quantitative methods of data collection and obtain the data by questionnaires. The employees of government organizations that are situated at Southern Andaman Provincial Cluster are the respondents of the study and were selected using simple random sampling. A total of 360 questionnaires were sent to the respondents, and 360 were returned and used for analysis representing about 100 per cent response rate.

This study has also used the Structural equation modeling: SEM of data. The SEM provides the best estimation in case of large sample size and also in the case of the complex model adopted by the study (Hair Jr, Babin, & Krey, 2017). In addition, this study has adopted effectiveness (Effect) as the dependent variable with four items and organizational commitment (Commit) as the mediating variable with ten items. Moreover, the present study also taken four predictors, such as organizational characteristics (Organ) with two items, administrative and operational policies (Policy) with four items, motivations in the workplace (Motiva) with two items, job satisfaction (Satisf) with two items and working environment (Orgenv) with two items.

4. Findings

This study used preliminary data analysis before to test the relationship between variables (Adamski et al., 2005). Preliminary data analysis is the crucial part of every data analysis because it is important to remove the errors in the data before data analysis. Preliminary data analysis is given in Table 1 in which standard deviation, normality of the data and p-value is given.

Table 1: Statistical test of empirical variables (n=360)

Variable	\bar{X}	S.D.	%CV	Min	Max	χ^2	P-value
Struct	4.20	0.80	18.95	1.00	5.00	5.272	.060
Inftech	4.27	0.73	16.99	1.00	5.00	5.977	.063
Target	4.18	0.74	17.75	1.00	5.00	1.157	.064
Resour	4.19	0.72	17.22	1.00	5.00	5.307	.062
Commun	4.29	0.71	16.50	2.00	5.00	2.679	.230
Leader	4.07	0.73	17.92	1.00	5.00	2.916	.233
Enviro	4.13	0.67	16.31	2.00	5.00	3.554	.169
Cultur	4.27	0.70	16.45	1.00	5.00	2.392	.202
Intern	4.23	0.70	16.51	2.00	5.00	1.661	.303
Extern	4.18	0.68	16.21	2.00	5.00	5.405	.067
Satint	4.18	0.68	16.23	2.00	5.00	5.615	.067
Satext	4.05	0.67	16.51	2.00	5.00	2.257	.324
Behavi	4.11	0.73	17.65	1.00	5.00	2.835	.242
Feel	4.16	0.72	17.42	1.00	5.00	5.629	.063
Budget	4.22	0.69	16.47	1.00	5.00	5.236	.066
Employ	4.11	0.71	17.32	2.00	5.00	5.702	.058
Proces	4.09	0.69	16.79	1.00	5.00	2.700	.259
Leadev	4.08	0.71	17.45	1.00	5.00	3.438	.179

This study used Structural Equation Modeling (SEM) to analyze the data which is most recommended data analysis technique (Henseler & Chin, 2010; Henseler et al., 2014; Henseler, Ringle, & Sinkovics, 2009; Ul-Hameed, Mohammad, & Shahar, 2018). In this process the factor loadings were examined by the current study. According to J. Hair, Hollingsworth, Randolph, and Chong (2017) factor loadings must be above 0.7 for all scale items. The factor loadings are given in Table 2. According to the results of factor loadings, it is evident from Table 2 that all the scale items have factor loadings above 0.7 which is the minimum threshold level in the current study. Additionally, standard deviation, t-value and r-square value is also given in Table 2 for all variables.

Table 2: Factor Loadings. (n = 360)

Variable	(λ)	(θ)	t	R ²
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1. Organ (Organization)

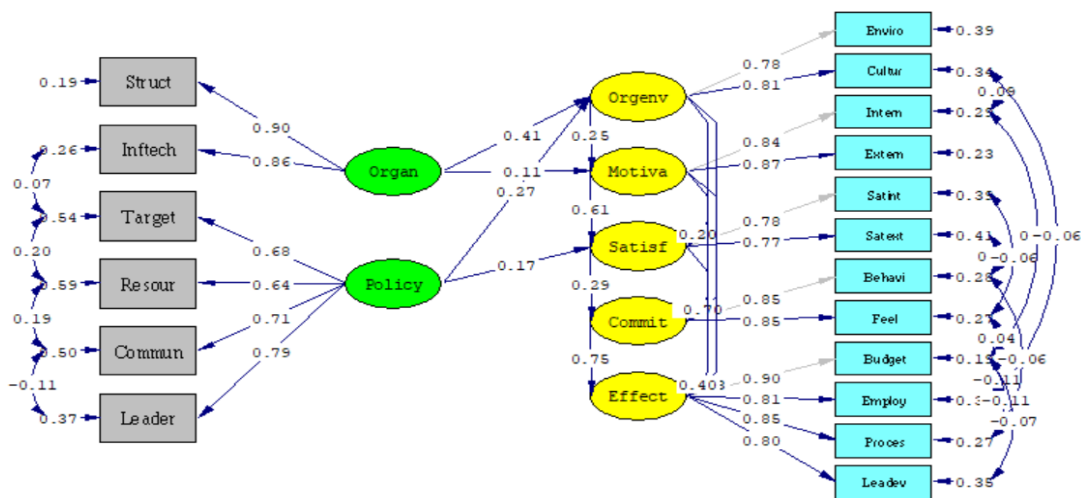
1.1 Struct	.90	.19	20.83	.81
1.2 Inftech	.86	.27	19.38	.73
$\rho_c = .87$ $\rho_v = .77$				
2. Policy (Policy)				
2.1 Target	.67	.55	14.01	.45
2.2 Resour	.64	.59	13.10	.41
2.3 Commun	.70	.51	14.45	.49
2.4 Leader	.78	.39	16.81	.61
$\rho_c = .79$ $\rho_v = .58$				
3. Orgenv (Organization environment)				
3.1 Enviro	.79	.37	17.32	.63
3.2 Cultur	.81	.34	17.92	.66
$\rho_c = .78$ $\rho_v = .64$				
4. Motiva (Motivation)				
4.1 Intern	.84	.29	19.25	.71
4.2 Extern	.88	.23	20.26	.77
$\rho_c = .85$ $\rho_v = .74$				
5. Satisf (Satisfaction)				
5.1 Satint	.78	.40	16.61	.60
5.2 Satext	.77	.41	16.39	.59
$\rho_c = .75$, $\rho_v = .59$				
6. Commit (Commitment)				
6.1 Behavi	.85	.28	19.38	.72
6.2 Feel	.85	.29	19.28	.71
$\rho_c = .84$, $\rho_v = .71$				
7. Effect (Effectiveness)				
7.1 Budget	.90	.20	18.72	.80
7.2 Employ	.81	.34	18.23	.66
7.3 Proces	.85	.28	19.50	.72
7.4 Leadev	.80	.35	18.00	.65
$\rho_c = .91$, $\rho_v = .70$				

Results of the study are given in Table 3. The relationship between variables is given in Table 3. These relationships between variables are examined with the help of Structural Model Assessment (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; J. F. Hair, Ringle, & Sarstedt, 2013; J. F. Hair, Sarstedt, Pieper, & Ringle, 2012; Hameed et al., 2018; Zahra, Hameed, Fiaz, & Basheer, 2019). Furthermore, the beta value of relationships is given in Figure 1. The effect of organizational characteristics was examined on the motivations in the workplace, job satisfaction, organizational commitment, work motivation and government organizations. Moreover, the effect of administrative and operational policies was examined on the motivations in the workplace, job satisfaction, organizational commitment, work motivation and government organizations. Furthermore, r-square value for motivations in the work place is 0.94, r-square value for motivations in the organizational commitment is 0.76, r-square value for effectiveness is 0.85, Moreover, r-square value for organizational environment is 0.86 which is also strong as per the recommendations of Chin (1998). This study also examined the goodness of fit as shown in Table 3 which shows that all values have achieved the minimum criteria for acceptance.

Table 3: Measurement Model (n=360)

Dependent	R ²	Effect	Independent variable					
			Orgenv	Motiva	Satisf	Commit	Organ	Policy
Motiva	.94	DE	.25 (12.42)				.11 (2.77)	
		IE					.43 (2.26)	.33 (6.56)
		TE	.25 (12.42)				.54 (2.78)	.33 (6.56)
Satisf	.92	DE	.20 (2.43)	.61 (2.66)				.17 (2.21)
		IE	.64 (2.71)				.42 (2.63)	.27 (4.82)
		TE	.84 (5.64)	.61 (2.66)			.42 (2.63)	.44 (7.35)
Commit	.76	DE	.47 (2.92)	.70 (2.55)	.29 (2.98)			
		IE	.18 (2.36)	.27 (2.24)			.26 (2.26)	.30 (7.36)
		TE	.65 (4.29)	.97 (6.08)	.29 (2.98)		.26 (2.26)	.30 (7.36)
Effect	.85	DE		.23 (2.82)	.40 (2.12)	.75 (5.78)		
		IE	.58 (3.69)	.22 (2.42)	.41 (2.49)		.24 (2.21)	.94 (7.70)
		TE	.58 (3.69)	.45 (3.02)	.81 (2.26)	.75 (5.78)	.24 (2.21)	.94 (7.70)
Orgenv	.86	DE					.41 (2.22)	.27 (6.49)
		IE						
		TE					.41 (2.22)	.27 (6.49)

$\chi^2 = 155.18$ df = 96 p-value = .00000, $\chi^2 / df = 1.61$, RMSEA = .048, RMR = .025, SRMR = .049, CFI = .99, GFI = .93, AGFI = .91, CN = 295.12



Chi-Square=155.18, df=96, P-value=0.00000, RMSEA=0.048

$\chi^2 = 155.18$ df = 96 p-value = .00000, $\chi^2 / df = 1.61$, RMSEA = .048, RMR = .025, SRMR = .049,

CFI = .99, GFI = .93, AGFI = .91, CN = 295.12

Figure 1: Structural Model Assessment

The outcomes indicated that organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, organizational commitment, and effectiveness of government organizations have a positive association with effectiveness of the government organizations and accept all the hypothesis. The results also revealed that organizational effectiveness positively mediates among the organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, organizational commitment, and effectiveness of government organizations of the government organizations and accept all the hypothesis.

5. Discussions and Implications

The study results have revealed that the organizational characteristics has a positive association with government organizational success. The study suggests that the labor force which has sufficient knowledge, effective skills, and complete training for specific tasks like team management, digital operations, production techniques, and driving etc., can put the organization on the path of success. These results are in line with the past study of Anantamula and Rad (2018), which shows that the organizations where the skilled workforce is applied have an effective relationship with the stakeholder, clear information, happy employees, sustainable operations, more productivity, high marketing, better profitable revenue and accomplishment of organizational goals. These results are also supported by the past study of Halasi, Schwarcz, Mura, and Roháčiková (2019), which highlights that an organization where the labor force has the knowledge about the organizational goals, its strategies, and the requirements of specific work, effective skills to perform the work, and sufficient experience in the relevant field, has better performance which makes them successful in achieving business goals. The study results have also indicated that the acquisition of resources has a positive association with the government organizational success. These results are supported by the recent study of Zhang and Wu (2017), which shows that the acquisition of resources with up-to-date knowledge and great care leads to higher organizational success. The innovative quality based resources improve the management, quality of operations, saves the costs of frequent repairing or maintenance, and strengthens the financial position of the and thus, makes the organizations effective. These results are also supported by the past study of Burger and Luke (2017), which shows that the acquisition of better quality organizational resources like human resources, physical resources, financial resources, and information resources enable the organization to achieve the goals and design & implement the policies in this regard.

The study results have indicated that the availability of information has positive impacts on government organizational success. These results are approved by the past study of Aldholay, Isaac, Abdullah, and Ramayah (2018). This study analyzes the role of quality information in getting the business goals into practice. This study concludes that the availability of up-to-date information about the requirements of customers, regulatory authorities, and the general public provides a way for organizations how to design their goals and policies to achieve that goal. These results are also approved by the previous study of Sanchez and Terlizzi (2017), which shows that in time availability of accurate and comprehensive information about the resources, technology, effective business approaches, and techniques helps the management to run the organizational process effectively, to make the customers satisfied and profitable, and achieve the desired goals. The study results have also indicated that the effective planning and productivity has a positive relationship with the government organizational success. These results are in line with the literary investigation of George, Walker, and Monster (2019). This investigation demonstrates that the effective planning by the managers or team leaders to monitor and control different areas of the organization makes these effective meeting the challenges, minimizing the risks, removing the waste material, resources, or processes, and improving the performance. Thus, the effective planning leads to the success of organizations. These results are also in line with the past study of Wolf and Floyd (2017), which indicates that the effective execution of policies regarding productivity leads the organizations towards the path of higher success. For instance, in time productivity, more production in minimum inputs, reliable, and innovative production, improves the image of the organizations in the eyes of people and raise marketing. Thus, effective productivity improves both the tangible and intangible goals of the organization.

The study results have also indicated that organizational effectiveness plays a mediating role between the skilled workforce and organizational success. These results are in line with the past study of Kretch and Adolph (2017), which shows that organizational effectiveness builds a link between the skilled labor force and

organizational success. A skilled, sufficiently trained, educated and experienced labor-force analyzes the situation in different areas of the organization and performs accordingly. Thus, it a skilled labor-force improves the effectiveness of all the organizational areas which makes the organization successful in getting their goals. The study results have also revealed that organizational effectiveness is an appropriate mediator between the acquisition of resources and organizational success. These results match with the hypotheses of the study of Kim and Shin (2019), which suggests that the acquisition of resources affects the organizational work and its effectiveness. When an organization acquires sustainable financial resources, high quality innovative physical resources, skilled human resources, and quality information technology, all areas of the organization are managed efficiently and give better performance. The effectiveness of all organizational strategies, resources, and activities leads to the higher success of the organization. It has also been indicted by the study results that organizational effectiveness is a considerable mediator between the availability of information and organizational success. These results agree with the study of Hwang (2019), which shows that the availability of necessary, comprehensive, complete, innovative, reliable, and valid information brings improvement in the resources, technology, and organizational process. This leads to the high success of the organization in achieving its goals of competitive advantages. The results have also shown that organizational effectiveness is a considerable mediator between effective planning and productivity and organizational success. These results are supported by the results of Lee (2019), which shows that organizational effectiveness, which is improved by effective planning by managers, team leaders, and other employees and high quality production, leads the organization towards the path of success.

The present literary workout carries theoretical as well as practical implications. The study has vital theoretical importance for making a great contribution to the literature on the economy. This study shows the influences of four managerial factors such as skilled workforce, acquisition of resources, availability of information, and effective planning & productivity on the organizational success under government ownership and administration. In the previous literature, a few studies are found which have given attention to organizational effectiveness as a mediator between skilled workforce, acquisition of resources, availability of information, and effective planning & productivity and organizational success. Because the detailed description of organizational effectiveness as a mediator between the aforementioned factors and organizational success makes a great contribution to the literature. This study also has great significance in the practical field as it provides a guideline to the government authorities on how to improve organizational success. The study suggests that organizational success can be improved with the hiring or development of a skilled workforce, the acquisition of good quality resources, high availability of quality information, effective planning & productivity and high organizational effectiveness.

6. Conclusion and Limitations

The study makes an analysis of government organizational success in the Southern Andaman Provincial Cluster in Thailand. The study examines the influences of skilled workforce, acquisition of resources, availability of information, and effective planning & productivity on organizational success. The study examines that employing a highly skilled labor force enhances organizational success. The workers who have to compete for knowledge, up-to-date information, effective skills, sufficient training and experience to perform specific tasks like the management of the whole organizations, computational activities, operational and production techniques etc., lead the organization towards the achievement of success. The study implies that the acquisition of different kinds of resources, like human resources, physical resources, informational, and financial resources, affects organizational performance and success. The organizations which show great care and up-to-date knowledge acquire good quality resources, perform their functions effectively and have a clear way to get the business success. The study also implies that the immediate availability of comprehensive and valid information about the resources, technology, and production techniques is helpful to the entrepreneurs to run the organizational functions efficiently and achieves business goals successfully. Similarly, the effective planning to analyze and control different organizational functions help meet the market requirements, remove wastes, minimize risks, and maintains the quality of resources and process successfully. A large amount of high-quality innovation-based productivity enables the organization to achieve its goals of high marketing and large profitability successfully. Besides, the study implies that a skilled workforce, acquisition of resources, availability of information, and effective planning and productivity improves organizational effectiveness, which enhances organizational success.

This study still has several limitations though the study makes both theoretical and empirical implications. The authors in future must focus on these limitations to remove them. The study uses organizational effectiveness as a mediator between the job satisfaction, organizational commitment, motivations in the workplace, working environment, and organizational success. Organizational effectiveness can be more perfectly used as a moderator between the aforementioned factors and the success of an organization. Thus, it is suggested to the scholars in future to explore the moderating influences of organizational effectiveness on the mutual association between the

skilled workforce, acquisition of resources, availability of information, and effective planning & productivity and organizational success. The proposition of this study is based on the data collected from the stakeholders of government organizations at Southern Andaman Provincial Cluster in Thailand. Thailand economy has separate government policies, geographical feature, and the nature of resources from those of other countries. Thus, this study may have less reliability in other countries across the world. For the conduct of a general study, the authors in future must analyze the government organizational success in more than one country with the organizational characteristics, administrative and operational policies, motivations in the workplace, working environment, job satisfaction, organizational commitment, and effectiveness of government organizations.

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