

FACTORS RELATED TO ACHIEVEMENT OF THE OPERATIONAL GOALS

Pongsatean Luengalongkot, Burapha University

ABSTRACT

The purpose of this paper is to study the factors related to achievement of the operational goals of the National Village and Urban Community Fund Office, Branch 11. The population consisted of 63,396 fund committee. Sampling size was calculated by Hair, Black, Babin and Anderson's criteria. There were 160 participants used as a sampling group and were randomly selected by Stratified random Sampling, and later simple random sampling technique was used to recruit the participants from each village. The instruments used for collecting data were questionnaires. In the data analysis, pearson product moment correlation was used to analyse and test the research hypothesis by setting statistical significance at the level of 0.01. The results revealed that: There were 6 factors related to achievement of the operational goals include fund members, fund committee, fund regulations, fund affairs, external relations, and technology at significance 0.01. It was also found that there was no relationship between fund management and achievement of the operational goals.

Keywords: Fund Members, Fund Committee, Fund Regulations, Fund Affairs, External Relations, Technology, The Achievement of the Operational Goals

INTRODUCTION

In 1997, Thailand experienced economic problems resulting in insufficient income for most of the people. The government had the idea to increase incomes by creating jobs for people in the village/community in order to had income to support themselves. The urgent policy for the establishment of Village and Urban Community Fund was announced by the state with a grant of 1 million baht each as working capital for community investment. At the same time, the Prime Minister's Office Regulation on the National Village and Urban Community Fund, 2001, was issued on March 22, 2001 and came into effect on March 31, 2001. Later, there was the National Village and Urban Community Fund Act of 2004 to establish a fund called the "National Village and Urban Community Fund", which was a government agency. This fund was a juristic person and the head office was the National Village and Urban Community Fund. The goal was to provide village funds to be a working capital of villages and urban communities to invest in creating jobs and generating income for people in villages and urban communities, as well as to make them self-sufficient. It could also stimulate the economy at the foundation level and

strengthen the capacity and strength of the community. At present, there are 13 branches in other provinces (Office of the Attorney General, 2017).

National Village and Urban Community Fund Office, Branch 11 is in the area responsible for Chachoengsao, Chanthaburi, Chonburi, Nakhon Nayok, Trat, Prachinburi, Rayong, Sa Kaeo and Samut Prakan. Its main functions are to provide advice on relevant legal matters, dispute mediation, and outstanding debt resolution, listening to the fund's problems, including management and study visits to successful village funds (Luengalongkot, 2020; Uthaipan, 2009). The management of the National Village and Urban Community Fund, Branch 11, aims to ensure that the operating results of the Village Fund can provide financial services to the poor. As a result, the people of the community have the ability to self-reliance, stimulate the foundation economy, expand access to and provide financial services to the poor. This is done to make the village stronger (Office of the Attorney General, 2017) through various factors related to achieving operational goals in the area study such as contributing factors by members' equity and savings on a regular basis, which makes them understand and support the fund well; fund committee should manage the fund transparently and in line with its objectives; village funds should have clear written regulations; setting up activities to raise savings and management is responsible for the administration by preparing financial statements that are accurate, current and have no more than 3 months of outstanding debt including the use of modern technology for the implementation and deliver results that have been successful, recognized by all parties (Colquitt et al., 2013; Santhidran et al., 2013; Ozbag & Ceyhun, 2014; Rhoades & Eisenberger, 2002; Slocum & Hellriegel, 2011; Astakhova, 2016; Onyango, 2014). For this reason, the researcher understands the advantages of achieving success in the National Village and Urban Community Fund, Branch 11; it is not yet known what factors are involved and related to achieving the operational goals in the area study. The researcher is therefore interested in studying factors that are related to the achievement of the operational goals of National Village and Urban Community Fund, Branch 11. If the results are known, it can lead to ways of promoting factors and developing the area study to have better potential and efficiency.

Research Objectives

To study factors that relate to the achievement of the operational goals of National Village and Urban Community Fund, Branch 11

Research Hypothesis

Fund members, fund committee, fund regulations, fund affairs, fund management, external relations and technology are all related to the achievement of the operational goals in the area study.

Research Benefits

Factors related to the achievement of operational goals in the area study were known in order to be a guideline for the development for better potential and efficiency.

Related Literature and Research

The organization, had conducted administrative operations with a focus on achieving the operational goals of the Village and Urban Community Fund and aimed to provide village funds to expand access to and provide financial services to the poor. As a result, people in the community had the ability to be self-reliant for sustainability and to strengthen the local economy in the village. A review of relevant documents and research found that the achieving operational goals in Village and Urban Community Fund was influenced by fund members, fund committee, fund regulations, fund affairs, fund management, external relations and technology were all related to the achievement of the operational goals. From the said literature review, the researcher set a conceptual framework as shown in Figure 1.

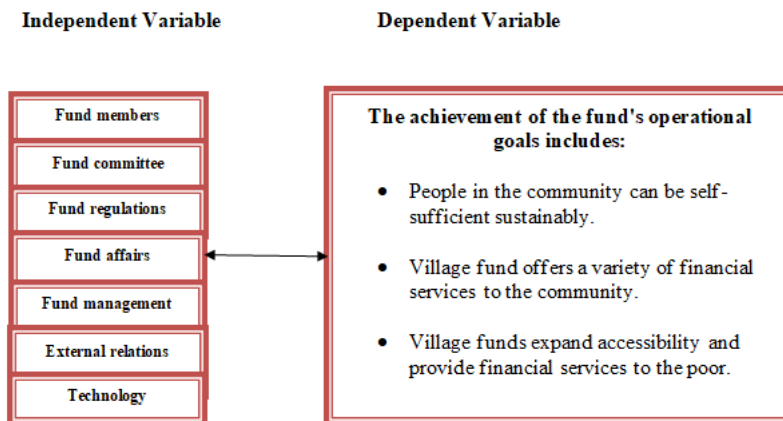


FIGURE 1
CONCEPTUAL FRAMEWORK IN THE RESEARCH
METHODOLOGY

Population and Sample

1. The population in this study was 63,396 members of the National Village and Urban Community Fund, Branch 11 (National Village and Urban Community Fund Branch 11, 2018).
2. The sample group from the Fund Committee, Branch 11 was to find the sample size from the population. Researchers determined a sample size of 20 times per 1 observed variable based on the criteria of Hair, Black, Babin & Anderson (2010). There were 8

observable variables in this research, thus obtaining a sample size of 160 people. The sample size was then randomized using stratified sampling.

Number of samples

$$= \frac{\text{number of all samples} \times \text{number of fund committees in each province}}{\text{number of total committees}}$$

Province	Number	Sample
Chanthaburi	8,677	22
Chachoengsao	10,542	27
Chon Buri	8,987	23
Trat	2,737	7
Nakhon Nayok	6,561	16
Prachin Buri	7,286	18
Rayong	5,404	14
Samut Prakan	5,361	13
Sa Kaeo	7,841	20
Total	63,396	160

Once the number of samples was obtained, the researcher would use a simple random sampling method by means of non-substitution random sampling, that is, it took a list of the committee as the population, and assigned the number to each unit listed in the respective list (neither skip nor duplicate). After that, random numbers were drawn according to the desired number (Srihong, 2000) (Table 1).

Research Instruments

For this data collection, the researcher created a questionnaire to be used as a tool for data collection. The study was based on fundamental information, theories, and literature review, as well as research on the factors associated with the achieving operational goals in area study as a guideline for determining the content scope of the questionnaire. The questionnaire was divided into 3 parts as follows:

Part 1 was a question about general information of the respondents. The nature of the question was a check list: gender, age, educational background and fund performance experience.

Part 2 was a question about factors that was related to the achievement of the operational goals: fund members, fund committees, fund regulations, fund affairs, fund management, external relations and technology. There were

24 questions in total. The questionnaires were characterized by a 5-level rating scale.

Part 3 was a question about achieving the operational goals. There were three questions which were the most realistic questions used to assess the opinion of the Fund Committee on the performance of the National Village and Urban Community Fund, Branch 11. The questionnaires were characterized by a 5-level rating scale.

Construction of Research Tools and Quality Checks

Reliability could be obtained using a try out method on a population of 30 who was similar or identical to the sample, but not on a sample. Validity was analyzed by using Cronbach's alpha coefficient formula from a package for research in the social science test. The validity of the whole questionnaire was 0.938; therefore, this questionnaire was considered reliable and could be used to collect the actual data.

Data Analysis

Data analysis was obtained from primary data collection, including questionnaires. Data processing could be performed using research software packages. The steps were as follows.

1. Record the coded information into the data sheet and the computer, respectively:
 - 1.1 Check the correctness of the information by using a computer program
 - 1.2 Perform the processing according to the purpose of the research study
2. Data analysis could be done according to the following objectives and assumptions:
 - 2.1 Describe the general characteristics of the sample using descriptive statistics: frequency and percentage
 - 2.2 Explain the level of opinion of the Fund Committee on achieving operational goals in the area study, using descriptive statistics: frequency, percentage, mean and standard deviation
 - 2.3 Test the hypothesis by analyzing factors that relate to the achievement of operational goals in the area study, using Pearson Product Moment Correlation to analyze factors related to the achievement of operational goals in the area study. The statistical significance level was at the level 0.01.

Research Results

The results of the analysis of the coefficient of correlation between factors that relate to the achievement of the operational goals were detailed in Table 2.

Table 2
RELATIONSHIP BETWEEN INDEPENDENT VARIABLE (X) AND DEPENDENT VARIABLE (Y).

X	X1 Fund members	X2 Fund committees	X3 Fund regulations	X4 Fund affairs	X5 Fund management	X6 External relationship	X7 Technology
Y Achieving operational goals of the fund	0.377**	0.589**	0.535**	0.696**	-0.071	0.704**	0.629**

** Correlation is significant at the 0.01 level (2-tailed), ** $p < 0.01$

Hypothesis Test Results

The Pearson Product Moment Correlation test revealed that there was a statistically significant linear relationship between fund members, fund committees, fund regulations, fund affairs, external relations and technology towards the achievement of the operational goals at the level of 0.01 ($r=0.377$, 0.589 , 0.535 , 0.696 , 0.704 and 0.629 , respectively, with p -values <0.01 for all factors). The test result also found that there was no relationship between fund management and the achievement of the operational goals in the National Village and Urban Community Fund, Branch 11.

DISCUSSION

The results of the research showed that fund members, fund committees, fund regulations, fund operations, external relations and technology were related to achieving operational goals in the area study. However, there was no relationship between the fund management to achieve the operational goals of the National Village and Urban Community Fund, Branch 11. The researcher would like to discuss each factor as follows.

Fund members were related to achieving operational goals. Fund members were related because fund members contribute to their shareholding and saving on a regular basis. In addition, all members of the fund had a good understanding of how the fund operates, thus supporting the fund and achieving the goal of the village fund. The ability of people in the community to achieve sustainable self-reliance (Colquitt et al., 2013), it could be concluded that the relationship between members of the fund and the achievement of operational goals was not only because of its members but also by the cooperation of all members of the Fund, thus achieving this goal. Consistent with Khamkongsak (2003), studied the effect of village funds on local development: A case study of Ruang Rang Village, Sao Hai District & Saraburi Province, found that the members of the Fund were related to the achievement of the village fund's goals.

Fund committees had a relationship with the achievement of operational goals. Fund committees were related because they are knowledgeable about roles and missions of community financial institutions. In addition, they cooperated until they could manage the fund according to the objectives of the village fund, thus achieving the goal of the village fund, with the people in the community capable of being self-sufficient (Santhidran et al., 2013). It could therefore be concluded that the relationship between fund committees to achieve the operational goals was due to the cooperation and participation of all fund committees, thus achieving such goals. In accordance with Jongwuthiwet, Singhalert & Passako (2010) studied the factors affecting the success of the operation of community businesses in Muang District, Roi Et Province found that, the performance of the Fund Committee was related to the success of the community business operation.

Fund regulations were related to the achievement of operational goals. Fund regulations were related because the village fund regulations had been established in writing. In addition, there were systems and mechanisms used to thoroughly control and monitor operations (Ozbag & Ceyhun, 2014). As a result, members could access and provide comprehensive financial services. In accordance with Jongwuthiwet, Singhalert & Passako (2010) studied factors affecting the success of community businesses in Muang District, Roi Et Province, found that, the regulations were related to the success of the business operations of the community.

Fund affairs were related to the achievement of operational goals, because village funds were readily available in terms of fund resources and has the ability to earn and make profit, no more than 3 months of outstanding debt along with providing knowledge on the occupation and money management to the borrowing members, thus increasing the working capital within the fund and enabling the business to operate efficiently (Rhoades & Eisenberger, 2002). In accordance with Rahula (2006), studied the evaluation of the achievement of the village and urban community fund project: A case study of the Rong Horse Village Fund, Moo 4, Ratchasathit Subdistrict, Chaiyo District, Ang Thong Province, found that, the fund business was associated with the achievement of the village and urban community fund operation goals.

External relations were related to the achievement of operational goals, because the village fund built a good relationship with network partners both in terms of government and private sectors. This led to cooperation and assistance from these networks, also known as being encouraged by the network partners to achieve their goals (Astakhova, 2016). In accordance with the result of research name factors affecting the success of community business operations in Muang District, Roi Et Province found that, the construction of a network of external relations affected the operations of community businesses in Muang District, Roi Et Province (Jongwuthiwet, Singhalert & Passako2010).

Technology was related to the achievement of operational goals, because information technology was applied to village funds as well as providing modern computers and equipment to operate the village fund, the village fund

could operate more efficiently (Onyango, 2014). In accordance with Chaiwong (2009) studied the development of information systems for fund management of Pa Phrao Nok Village, Pa Daet Subdistrict, Muang District, Chiang Mai Province found that, the introduction of information technology systems for village fund management affected the achievement of operational goals in village funds. From the aforementioned, I would like to summarize the factors that relate to the achievement of the operational goals in village and urban community fund, as shown in Figure 2.

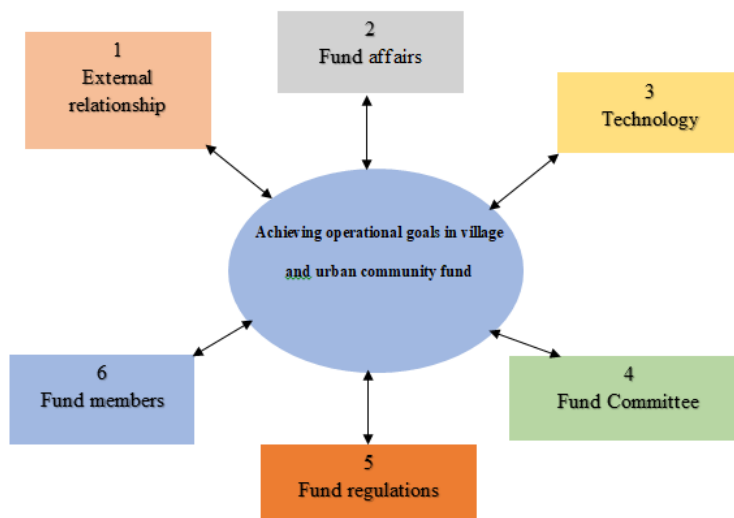


FIGURE 2
SUMMARIZED THE RELATIONAL FACTORS

The research also found that fund management had no relationship to the achievement of operational goals in village and urban community fund. This was because the national village and urban community fund, branch 11 had a clear operational structure. All committees strictly adhered to the operating structure and regulations. Moreover, fund members and fund committees had the knowledge and understanding and work together by applying modern technology as well as creating an external relationship network, thus making the development of the fund firmly, progressing and achieving operational goals (Sirirang, 2015). If other administrative techniques were not applied in administration, the fund management may not correlate with the achievement of operational goals in village and urban community fund (National Village and Urban Community Fund Branch 11, 2018). The results of this research contradict Jongwuthiwet, Singhalert & Passako (2010), who studied the factors affecting the success of the community businesses in Mueang district, Roi Et province found that, management was related to the success of the community business operation.

CONCLUSION

Fund member factors, fund committees, fund regulations, fund affairs, external relations and technology are all related to achieving operational goals. Fund management factor had no relationship to the achievement of operational goals. The factor of the fund members arises from the cooperation of the fund members, fund committees' factor arises from participation of fund committees, fund regulation factors arise from good systems and mechanisms, fund affairs factors arise from the availability of fund resources, external relations factors arise from the support of network partners and technology factors arise from the application of technology in operations. All of these resulted in achieving operational goals in the area study. The author would like to summarize the main points of achieving the operational goals of the fund as shown in Figure 3.

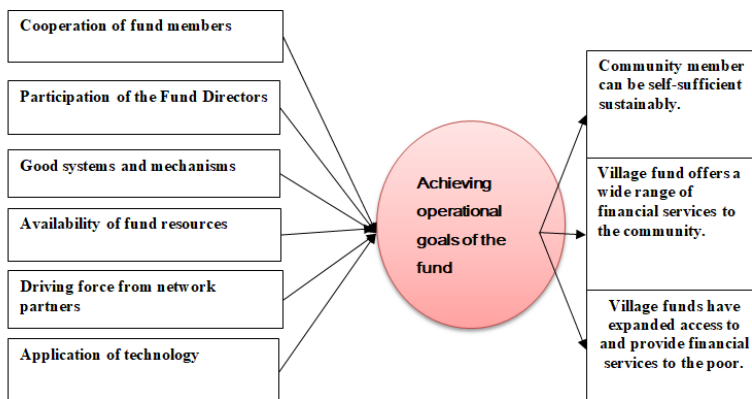


FIGURE 3
SUMMARIZES COMPONENTS OF ACHIEVING THE FUND'S
OPERATIONAL GOALS

RECOMMENDATIONS

Policy Recommendations

According to the research results, it was found that the factors of fund members, fund committees, fund regulations, fund affairs, external relations and technology were related to the achievement of the fund's operational goals. Therefore, the management team should be a policy to promote these factors to all groups of funds to achieve sustainable operational goals.

Recommendation for Action

1. The results of the study showed that external relations were related to the achievement of operational goals. Therefore, the fund committee should build a network of external relations in order to gain reinforcement from the network partners.
2. The results of the research showed that fund affairs were related to the achievement of operational goals. Therefore, the fund committees should prepare the readiness of the fund's resources so that the fund affairs can pursue its goals forever.

Academic Recommendation

1. A qualitative research study of factors related to the achievement of operational goals should be conducted to gain more insights.
2. The scope of the research should be broadened and other variables that are related to factors related to the achievement of operational goals should be further studied to get more comprehensive findings.

Sample Protection

Researchers had access to the sample by inviting and explaining the participation in the research so that the participants were aware of the research objectives and procedures and request cooperation in data collection. In this regard, the right that sample groups and key informants were able to participate in or refuse to participate in this study was clarified. If they felt frustrated or uncomfortable with certain questions, the sample group had the right not to answer them. All information obtained would not have any impact on the respondents at all. The researcher had applied for the Ethics in Human Research with Human Research Ethics Certification No. 003/2020 and accredited March 13, 2013.

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