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A Study Of Participation In The Strategic Planning Of The Personnel Of The College Of Allied Health Sciences, Suan Sunandha Rajabhat University

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Abstract

The research, titled “A Study of Participation in the Strategic Planning of the Personnel of the College of Allied Health Sciences, Suan Sunandha Rajabhat University,” aimed to (1) examine the levels of knowledge and understanding, attitudes toward participation, organizational behavior, and involvement in strategic planning among the personnel of the College of Allied Health Sciences. (2) Analyze the statistical correlations among knowledge and understanding, attitudes towards participation, organizational behavior, and involvement in strategic planning; and (3) forecast employees' engagement in strategic planning based on their knowledge, attitudes, and organizational conduct. They were chosen through proportional stratified sampling to make up a group of 60 people. Descriptive statistics such as frequency, percentage, mean, and standard deviation, as well as multiple regression analysis, were used in the study. The findings indicated that (1) it is necessary to examine the levels of various factors. The highest score overall was for knowledge and understanding of strategic planning. These results indicated that people were most likely to want to take part in strategic planning. Organizational behavior, rated the best in all areas, also received the highest overall score for participation in strategic planning. (2) The correlation and regression analyses demonstrated that organizational behavior exhibited the most significant positive relationship with participation. (3) The results of the multiple regression analysis indicated that the strongest predictor of participation was organizational behavior ($\beta = .467, p = .000$). Knowledge and understanding came in second ($\beta = .259, p = .034$). On the other hand, attitude ($\beta = .189, p = .057$) was not a strong predictor of participation. Consequently, recommendations for future research should focus on promoting supportive leadership behaviors in the workplace and effectively communicating the vision necessary for collaboration, maintenance, and enhancement.

Keywords: Strategic Plan, Participation, Attitude, Knowledge and Understanding

1. Introduction

In the current situation, the world is facing rapid changes in all dimensions, including technology, economy, and society, which directly impact the nation's development trajectory. Consequently, the Thai government has established the 20-Year National Strategy (B.E. 2561-2580) as the main development framework. A vision was aimed at "Stability, Prosperity, and Sustainability" through development based on the Sufficiency Economy Philosophy. To achieve these goals, the government has set up mechanisms driven by master plans and national

reform plans to create development balance, eliminate inequality, and improve the quality of life for the people.

In the higher education sector, organizations must adapt and align their direction with the National Strategy. The College of Allied Health Sciences is one of the institutes that must respond to this policy. (College of Allied Health Sciences, 2023). It has formulated a 5-Year Strategic Plan (B.E. 2566-2570) (Office of the National Economic and Social Development Council, 2022) to serve as a framework for operations in four main areas: graduate production, enhancement of operations with digital technology, creation of research and innovation, and building networks for sustainability (Robbins & Coulter, 2018). This strategic plan is considered a crucial tool for managing the organization amidst a changing environment.

The researcher recognizes that "planning" is the heart of the administrative process that drives an organization to achieve its set goals. However, the success of a plan depends not only on adequate planning but also requires "participation" from personnel at all levels within the organization. Therefore, the researcher is interested in studying the role and participation of the personnel at the College of Allied Health Sciences in the strategic plan formulation process. This study aims to identify relevant factors and provide guidelines for promoting participation, which will lead to the most effective planning and positively impact the overall administration of the organization (Sriviboon, 2025).

Research Objective

1. Examine the levels of knowledge and understanding, attitudes toward participation, organizational behavior, and involvement in strategic planning among the personnel of the College of Allied Health Sciences.
2. Analyze the statistical correlations among knowledge and understanding, attitudes towards participation, organizational behavior, and involvement in strategic planning.
3. Forecast employees' engagement in strategic planning based on their knowledge, attitudes, and organizational conduct.

2. Literature review

2.1 Concepts and theories of participation

Participation is a dynamic process that provides opportunities for individuals or groups to play a significant role in systematically driving organizational operations. It encompasses the entire working cycle—ranging from acknowledgment, ideation, decision-making, and implementation to monitoring and evaluation—based on the principles of voluntariness and equality. Regarding the essence of effective participation, (Janjamsai, 2008) explained that it must be a continuous process occurring at every stage, starting from planning to the contribution of resources and physical effort to support activities. Furthermore, achieving genuine and sustainable participation requires four fundamental conditions, as proposed by (Suwattee, 2008): 1) Ability in management; 2) Readiness in socio-economic aspects; 3) Willingness without coercion; and 4) Possibility, which involves receiving opportunities or decentralized power to determine activity directions independently. These factors ultimately lead to transparency and maximum efficiency in organizational operations.

2.2 Concepts and theories of planning

Planning is a systematic decision-making process conducted in advance to establish objectives and determine the most effective course of action for future operations. According to (Sirirassamee, 2001), planning is regarded as both a science and an art that encompasses two dimensions: individual living and organizational management, characterized by resource preparation and a focus on achieving maximum efficiency. This concept aligns with Gulick (cited in Bowornwathana, 1998), who defined planning as the determination of organizational goals and the operational methods required to achieve them. Similarly, (Bryson, 2018) emphasized that strategic planning is a structured, participatory, and analytical process used to clarify mission, set priorities, and align organizational actions with long-term goals. He highlighted that effective planning enables organizations to respond to complex environments, manage uncertainties, and coordinate stakeholder participation. Ultimately, planning serves as a vital instrument for administrators to demonstrate vision and guide the organization toward success amidst changing circumstances.

2.3 Concepts of knowledge and understanding

Knowledge and Understanding constitute a fundamental competency enabling personnel to perceive, interpret, and apply information for organizational management decisions, particularly within the strategic planning process. This competency encompasses four key dimensions: 1) vision setting linked to missions and indicators; 2) the planning process emphasizing participatory roles in project proposal; 3) operations focusing on problem-solving and resource management in accordance with (Project Management, 2021) principles; and 4) monitoring and evaluation to provide feedback for improvement. Possessing accurate knowledge aligned with the concepts of (Bryson, 2018) serves as a critical factor in empowering personnel to perform their duties with confidence and effectively drive strategies toward achieving the organization's ultimate goals.

2.4 Concepts of attitude

Attitude can be defined as an individual's mental state of readiness, encompassing thoughts, feelings, and beliefs toward specific environments, objects, or situations. It stems from an internal evaluation of like or dislike (Rogers, 1978), serving as a determinant for behavioral tendencies. Consequently, attitude acts as a predisposition to respond to stimuli, either in a supportive or opposing manner, thereby shaping future actions (Kendler, 1963).

2.5 Concepts of organizational behavior

Organizational Behavior is defined as the systematic study of human actions, attitudes, and interactions within an organization, integrating multidisciplinary knowledge to understand behavior across three key levels: individual, group, and organizational, with the ultimate goal of enhancing organizational effectiveness. Applying these concepts within the Thai context requires consideration of unique cultural factors, such as seniority and face-saving, alongside adaptation to the digital era's dynamics, which have shifted communication patterns and work values (Charoenkrittayawut, 2022). This comprehensive understanding enables administrators to predict behaviors and manage human resources effectively to align with organizational goals.

2.6 Related Studies

A review of related literature indicates that participation in strategic and action planning is significantly positively correlated with personnel's knowledge, understanding, and perception. Knowledge of the planning process—ranging from vision setting to evaluation—serves as a critical factor influencing participation levels and operational success (Chanthi, 2018). This aligns with findings that a lack of understanding and public consciousness are major barriers, often resulting in only moderate levels of participation (Satharin, 2018; Pla-on, 2017). Furthermore, personal factors such as gender, age, and tenure, alongside organizational psychological factors like perception and motivation, directly impact the planning process (Phongwilai, 2024). Notably, participation in the planning stage is positively correlated with subsequent implementation, suggesting that early engagement significantly enhances the effectiveness of plan execution.

3. Methodology

This quantitative research examines the involvement of personnel from the College of Allied Health Sciences in strategic planning. We gathered information by giving questionnaires to a group of 60 people. We used questionnaires to gather information about the people who worked for us. (Krejcie & Morgan, 1970) to choose the sample group. The research tool was a survey with six sections.

Part 1: The demographic data on the College of Allied Health Sciences staff included their gender, age, level of education, job title, type of job, and amount of work experience (Smith & Jones, 2019).

Part 2: Questions about how well you know and understand how to make a strategic plan covered four areas: setting a vision, making a plan, putting it into action, and judging its success.

Part 3: Questions about attitudes toward participating in the making of a strategic plan looked at three things: how it would help the organization, how it would help the staff, and how it would help the work outcomes.

Part 4: Questions about organizational behavioral factors that affect participation in making a strategic plan looked at three areas: how people act as individuals, how they act as a group, and how they act as an organization.

Part 5: Questions about the College of Allied Health Sciences staff's involvement in making the strategic plan included four areas: decision-making, planning, implementation, and evaluation.

Part 6: Recommendations

This study utilized a quantitative research methodology. Data were gathered from a sample of entrepreneurs through convenience sampling until the requisite number was achieved. After that, the questionnaires were checked to make sure they were complete, and the data were coded with program. Descriptive statistics, such as frequency, percentage, mean, standard deviation, and multiple regressions were used to analyze the data. The mean scores were interpreted using a rating scale.

4. Results

The result indicated that the highest score overall was for knowledge and understanding of strategic planning. These were indicated that people to take part in strategic planning. Organizational behavior, rated the best in all areas. Then, the correlation and regression analyses demonstrated that the regression model was statistically significant ($R = .728$, $\text{Sig.} = .000$). Knowledge and understanding exhibited a positive and statistically significant correlation with participation ($p = .034$). Attitude exhibited a positive correlation, yet failed to achieve statistical significance ($p = .057$). Organizational behavior showed the strongest positive link to participation, and it was statistically significant ($p = .000$). The three variables together accounted for 53.0% of the variation in participation ($R^2 = .530$). Therefore, the results of the multiple regression analysis indicated that the strongest predictor of participation was organizational behavior ($\beta = .467$, $p = .000$). Knowledge and understanding came in second ($\beta = .259$, $p = .034$). On the other hand, attitude ($\beta = .189$, $p = .057$) was not a strong predictor of participation. Consequently, recommendations for future research should focus on promoting supportive leadership behaviors in the workplace and effectively communicating the vision necessary for collaboration, maintenance, and enhancement.

Table I The coefficients and test statistics of interpretation of the Coefficients and Variable Influence (Regression Analysis) (n = 60)

Participation in Strategic Planning of the Personnel	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.315	.654		.482	.632
Knowledge	.300	.138	.654	2.173	.034
Attitude	.229	.118	.138	1.943	.057
Behavior	.406	.099	.118	4.088	.000

p-value <0.05, $R^2 = 0.007$, Adjusted $R^2 = -0.001$, $F = 0.832$

5. Conclusion

The study showed that the staff knew a lot about strategic planning, which includes setting goals, making a vision, and coming up with plans for projects. They also knew how to plan, do, and judge things well. Employees believed that participation was advantageous, as it improved organizational efficiency and reduced errors. This idea fits with what Vroom said in 1964: people are more likely to get involved when they see clear benefits. They also gave organizational behavior a high score, which means that the workplace is good and helpful. When they act this way, it's easier for them to talk to each other and help each other. (Robbins and Judge, 2019) assert that when individuals exhibit positive behavior in the workplace, they collaborate and engage more effectively. In general, knowledge, attitudes, and how an organization works will all work together to attract more people to help with strategic planning. Consequently, the study revealed that knowledge and comprehension significantly influenced participation, indicating that individuals who understand planning roles, responsibilities, and strategic processes are more confident and predisposed to engage. This supports (Suksawat,

2022), who said that knowledge is a key predictor. A lot of people took part in the evaluation stage, when staff members looked at performance and made suggestions for how to improve it. Conversely, attitude exhibited no statistical significance. (Bryson, 2018) found that even though people generally had positive attitudes, they didn't actually participate very much. Their absence was probably because of their workload or problems with the organization. The most important thing was how the organization acted. Such factors included having leaders who were supportive, good communication, and working together, which made people want to get more involved. This finding corroborates the assertions made by (Schein, 2010) and (Saengthong, 2020) regarding the significance of organizational climate in fostering participation.

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