

# FACTORS OF SUCCESS FOR MODERN OFFICE MANAGEMENT

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## ABSTRACT

The objectives of this research were to search for any vital factors of success for modern office management and to provide some important suggestions to help office managers to achieve international best practices. The population of this study includes all staff members at Suan Sunandha Rajabhat university and about 150 samples were randomly collected by using both stratified and probability sampling methods. Many concepts of learning organization, customer-focused organization, and effective organization were conscientiously discussed among committee members of in-depth interview to receive qualitative findings. The data analysis from the questionnaires also provided an insight into quantitative findings. Many basic ideas such as open communication, transparency, teamwork, and leadership were still among the important factors of success.

**Keywords:** Factors of Success, Office Management, Transparency

## INTRODUCTION

Modern office management is one of the most important topics that has been discussed and debated in many different details and many different versions about the best way to achieve the highest success in terms of profit, productivity, customer satisfaction, and so forth [1]. The best way in one country or one context of environment may not be the best in another country with different context. For example, the best way for office management in China can be different from that of the United States due to differences in culture, value, people, and many different factors. The modern office management has to be sustainable in the increasingly fierce competition as well as fast changing environment which may be both threats and opportunities. Studies on modern office management often aim to enhance productivity and quality of services to increase the level of customer satisfaction [2]. The highest level of customer satisfaction means directly the highest profits in the long run. Certainly, this model has been subject to the discussion of theoretical papers and practical managers for several decades. Searching for the best model is imperative for this research. Even though it is difficult to describe what elements of success should be in the business model, the participants in our in-depth research can be provided with some ideas and conditions that can be explained the success in more tangible [3].

It is vital for modern office management to contribute to the success of the organization administration management and long run profit. A manager's success becomes the number one priority for any manager's career and advancement in the organization. It is an important and necessary step to be able to provide the best service to customers as well as to meet their expectations [4]. In Thailand, during the growth period of economy, the turnover rate of higher education employees was very low since the employees could maintain a high growth of both their salary and job satisfaction. However, during time of recession and low growth, the turnover rate of higher education employees immensely increased. With job security, increased pay, and benefits, it is no longer a guarantee for low performance employees and managers. The only way to be in the job is to offer oneself to be the top successful employee or manager [5].

Then, it is vital to search for the key to success in a modern organization. The employees' success became the important and necessary formal quest. In the past, it was a belief that employee development and training could lead to good employees, high customer satisfaction, and long-term profit for an organization [6] [7] [8]. However, in the higher education industry nowadays, the relationship between improvement and success is an important link, but it is not sufficient to lead to long-term profits of an organization and personal triumph of employees. Therefore, it would be short-sighted and huge mistake to overlook the fact that managers' drive and personal motivation cannot impact on the level of success of organization which leads to customer satisfaction and can become a major positive rather than negative experience. However, better self-drive, and self-motivation will lead to better trained management who can inspire employee advancement and often result in positive customer service that can lead to repeat customers or customer loyalty. Certainly, without doubt, there are many benefits of manager who focuses on key success. Therefore, it is important to investigate what are the important factors of key success that can increase productivity and contribution?

This research paper was, therefore, aimed to focus on factors of success that are associated with modern office managers to use the findings to improve the performance of office managers in higher education, especially, in Suan Sunandha Rajabhat University and to reap the benefits of their success in the future. What are the factors that lead to a lack of employee success? Many studies explained in his study that the lack of employee success may be attributed to these factors: low job satisfaction, poor working conditions, low compensation, and inadequate benefits [2]. On the other hand, the factors that can create employee success and motivation are diverse with different opinions. From many studies, it found that managers and employees were motivated by increased wages, in other words, they were sensitive to financial compensation [3]. However, other factors such as supportive management, close affiliation with the organization, and teamwork seemed to be important factors as well. These studies found that employee satisfaction can be enhanced by social issues as well as financial benefits. Many studies also stated that monetary and non-monetary recognition were both important. Heskett confirmed by his model that a satisfied employee will be a loyal employee and the service provided by a loyal employee significantly increased the level of customer satisfaction [10] [11] [12].

One of the most important questions is why organizations need to learn. Learning organization differs from traditional organizations due to the fact that it allows a better understanding intra-company than that of the traditional organization. Another is the theory of organizational learning which focuses on the creation of knowledge and use that knowledge in the office or that organization. Learning comes from the experience of making both success and mistakes at the same time. Learning happens when employees interact with each other to solve problems and finally transform themselves into more efficient and effectiveness. Peter Senge and his colleagues explained his ideas that in business management, a learning organization is a company that facilitates the learning of its members and team until it is continuously transforming itself to be better than that of the past [13]. Moreover, the five disciplines of learning organization s are as follows: building a shared vision, system thinking, mental models, team learning, and personal mastery.

A successful and effective office manager must have a grate people skill. This is a statement often agreed by many academics and modern managers alike. However, there are many skills and many techniques that are required in the successful management of modern organization. How do we know exactly what the factors of success for this specific organization are. In the past, many textbooks of management would offer four commonly accepted functions of management: planning, organizing, leading, and controlling [14]. The use of these five functions to achieve business objectives efficiently and economically. However, the five functions are the basic necessary requirements, but not sufficient functions to achieve the best amid the fast-changing world environment and modern severe competition. The next question is what other conditions are to be successful in modern office management. That is the main reason for this research. Since the ideas of best office management can be summarized into the elements and functions, the use of quantitative research may be more appropriate than the other qualitative research method [15].

## **OBJECTIVES**

1. The first objective was to search for any vital factor of success for modern office management.
2. The second objective was to provide some important suggestions to help office managers to achieve the best international practices, which means to achieve high level of satisfaction and high profit in the long run.

## **METHODOLOGY**

The important objectives of this study can be achieved by using the mixed method of qualitative and quantitative. The population of this study included all staff at Suan Sunandha Rajabhat University, Bangkok, Thailand. The sample for this study consisted of 200 respondents who were working in this university, Main campus, Bangkok, from January to March 2022. Main campus in Bangkok were chosen as the main area of study because more demographic variety of samples could be obtained. Primary data collection was conducted by gathering from many previous studies of successful office management topics. The sample size

of 400 respondents was determined by Taro Yamane table with a 0.05 level of significance [5]. Since there were limited numbers of respondents, about 200 were chosen. The data collation was done via an English questionnaire to elicit respondents' opinions. Moreover, confidentiality was guaranteed, and anonymity was protected in an attempt to promote honest feedback from the respondents. There are three parts to the questionnaire. Part one was about demographic information. Part two was about the level of importance of each factor that is associated with respondents and part three allowed respondents to provide opinions, comments, and suggestions. The validity of each question in the questionnaire was tested using Item-Objective Congruency or IOC index [6]. Also, 20 respondents were used as a pilot study in order to find ways to improve each question and to get an acceptable Cronbach Alpha Coefficient of more than 0.70.

The methodology of this research is based on the system of scientific literature analysis, synthesis, and generalization. Many old studies have been investigated to find the trends and key elements of success. The model, displaying the key success of modern office management, is derived from the findings of this research. Since the objectives of this research were to search for any vital factor of success for modern office management and to provide some important suggestions to help office managers to achieve the best international practices, which means to achieve high level of satisfaction and high profit in the long run, the best way to look for the findings was to use the mixed method of research. The population of this study includes all staff members at Suan Sunandha Rajabhat university and about 200 samples were collected by using both stratified and probability sampling methods. Many concepts of learning organization, customer-focused organization, and effective organization were discussed among committee members of in-depth interviews to receive qualitative findings. The data analysis from the questionnaires also provided an insight into quantitative findings. Findings from both qualitative and quantitative method are in the results section.

## **RESULTS**

From the study, an office manager has a job to build or to create a healthy and supporting work environment for all members in the office by creating a vital culture and norm that will be accepted by all members. Culture must be used as an invisible rule and regulations which is the mandated decision making. The decision-making process is an easy and understandable process for all team members. Each member of the office will know the way to make decisions and how the final decision making would be. Office manager, at times, is often overlooked by the top level management. In fact, it is one of the most important jobs in the organization due to the fact that it is often closed to the public and customers. Success of the big organization really comes from the success of each unit or each office of the organization.

**Table 1**  
**Factors of Success and Level of Importance**

<i>Factors</i>	<i>Mean</i>	<i>S.D.</i>	<i>Rank</i>
1.Open communication with emphasis on two ways communication	4.56	.9450	1
2.Transparency in various areas of management, and in decision making of financial records	4.43	.7815	2
3. Teamwork and the ability to use synergy and inside and outside network	4.37	.6605	3
4. Leadership and personal charismatic of manager in command	4.29	.8519	4
5. Modern equipment and up-to-date information technology	4.14	.7227	5
6. Ability to make decision making in local branch and office	4.09	.9141	6
7. Direct link with rewards and punishment with individual performance	4.01	.5741	7
All categories	4.27	.7785	

The aims of the finding section in this research paper were to report sample characteristics and the main results of the data analysis used to answer research questions as well as the level of importance for each factor. A demographic profile indicated that more female than male respondents were sampled with a ratio of 65:45. The majority of respondents had an undergraduate degree and was able to understand English. The staff group made up 85 percent of the sample and the low and medium level management group made up 11 percent, whereas the top level of the management group was only 4 percent.

However, when one thinks of ineffectiveness, there are many words that come to mind such as feeble, fruitless, futile, incompetent, indecisive, and so forth. In this situation, the example of ineffectiveness is when the staff fail at accomplishing or moving toward the goals of the organization. For example, the staff fail to finish the formal report that the committee of the organization needs to have it for discussion and ask for more information and more time. While inefficiency means the state of not achieving maximum productivity. In other words, it is not producing the result that wanted or failure of using the maximum time and resources. For example, to write a formal report, staff try to use a very sophisticated method that does not require slow progress or use too much time. In other words, any wasteful way is often considered as inefficient. In business operation, the bottle neck problem of any flow of production is a waste of time and resources and it is a prime case of ineffectiveness. Therefore, high productivity is the main goal of any business management, and it is the opposite of ineffective and inefficiency. To reach the point of high productivity, it is important to finish the work first, and second is the use of the minimum resources and time.

Another word that comes with effectiveness and efficiency is speed and correctness. Nowadays, we live in the modern world of business, speed is everything. Many people said

that in the old-time business proverb often stated, “Big fish eats small fish”. Nowadays, the business proverb often states, “Fast fish eats slow fish”. This is to emphasize the importance of speed in the modern world of business.

In general, to reach the definition of effective office management, it involved the planning, designing, and implementing of work and activities in the office. Not only to focus on the work environment but also to coordinate with other employees to reach the objectives of the organization. However, in modern global business, to reach the point of success in terms of effectiveness and efficiency, it is imperative that the office manager must have great people skills. Knowledge and skills are important for success and takes the office so far, but it cannot get to the higher level of success if the office manager is unable to connect with their subordinates as well as their customers. For example, as an office manager, one needs to be approachable, business friendly, and empathetic in order to create two ways of communication and gaining trust and respect in the office.

**Table 2**  
**Level of Importance**

<i>Factors</i>	<i>Mean</i>	<i>S.D.</i>	<i>Rank</i>
1. Salary, service charge cut, and benefits offered to me.	4.68	.9880	1
2. Career development and possible advancement offered to me	4.58	.8915	2
3. Social involvement and positive environment offered to me	4.45	.8095	3
4. Personal satisfaction, participation, and recognition offered to me	4.32	.7869	4
5. Freedom of working, thinking, and ability to use initiative	4.24	.7417	5
6. Fair treatment in the workplace and fair evaluation of job performance	4.13	.8158	6
7. Training opportunities offered to me	4.06	.7851	7
All categories	4.40	.8312	

From TABLE II, the mean score can be used to rank the highest to the lowest concern as follows: 1) Salary, service charge cut, and benefits offered to me, 2) Career development and possible advancement offered to me, 3) Freedom of working, thinking, and ability to use initiative 4) Training opportunities offered to me 5) Social involvement and positive environment offered to me, 6) Fair treatment in the workplace and fair evaluation of job performance, and 7) Personal satisfaction, participation, and recognition offered to me. Also, the mean score of all categories was 4.40 with a standard deviation of 0.7585 which indicated that the average level of satisfaction was high. These results concurred with many studies in regard to employee sensitivity to financial compensation and in regard to job satisfaction with personal career development.

## CONCLUSION

In early business management, the usual strategy to improve the office or organization is to focus on the analysis and design of workflows and business processes to make it fluid or move faster. In other words, it is the way to rethink how to redo the work to be faster and call it efficiency. The old way did not consider the factor of customers and competitor. However, here are many ideas and concepts explaining the success of the evaluation of office management and organizational management. Re-engineering is one of the most famous concepts. It is the way to restructure the organization or parts of its operation, especially by exploiting information technology. In other words, it is the way to reorganize the operations of an organization to improve efficiency and effectiveness. Therefore, there are many ideas and concepts along this line of thinking such as redesigning, remodeling, restructuring, and reforming.

## LIMITATION AND FUTURE STUDIES

The main limitation of this paper came from sampling only 150 respondents which may not represent all other staff such as working at campus. As a consequence, the findings may not be generalized. Therefore, future research should use random sampling with a greater variety of employees and many different campuses. Also, future studies should cover not only the level of importance but also the reasons that respondents were satisfied or were not satisfied which may lead to their insight opinions. In addition, qualitative research should be implemented to confirm their opinion on these factors.

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