

“TEM-NACC” An Excellent Management Model of The National Anti–Corruption Commission of Thailand

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Abstract

This research aims to find the excellence management model of the National Anti–Corruption Commission of Thailand, namely the “TEM–NACC” model and research objectives, follow (1) studying the 11 components of the Excellence Management Model (EM Model), including leading leadership, personnel focus, strategic planning, stakeholder management, process management, performance & results, knowledge management, resource management, participation and social responsibility, excellent–based management, and good governance management; (2) understanding the relationship between the 11 components of the EM model; and (3) defining the TEM–NACC model at the end of the result. The research was designed with a mixed method: qualitative research with 18 experts in–depth interviews, including NACC executives, academics, and management excellence experts from purposive sampling methods, and quantitative research with 257 Likert 5–level rating scale questionnaires and 820 respondents with purposive sampling selection of 53.78% of informants of NACC agencies, 37.93% NACC–related agency service recipients, 5.61% officeholders who have been complained to by the NACC, and 2.68% NACC executives. The study used high–level CFA–SEM and content analysis to summarize the research results. The result found that, first, the empirical data and qualitative analysis confirmed the relationship of 11 components of the EM model, and all components present a high significant level, followed by stakeholder management, good governance management, leading and leadership, strategic planning, performance and results, process management, knowledge management, social participation and responsibility, resource management, personnel focus, and excellence–based management. Second,

the CFA results confirmed an empirical normal distribution of the 11 components. Lastly, the researcher created a multidimensional structural model from the above empirical data and results and developed the TEM–NACC model, which is new knowledge present in this article.

Keywords: management; excellence management; National Anti–Corruption Commission

Introduction

Social, cultural, economic, technological, and environmental changes have put pressure on both public and private organizations to adapt, develop, and find ways to increase their competitiveness or to improve their survival and/or develop into a leading organization at the national or global level (Srisunthorn & Lorsuwannarat, 2022). “Excellence Management” has become one of the organizational management strategies used to respond to such problems by explaining the linkage to excellence that helps organizations meet the needs of their beneficiaries and avoid the risks of outdated traditional management.

Management committed to developing excellence will promote knowledge exchange and better practices to enable the organization to succeed beyond the standard (National Quality Award Office, 2022). This study compiles concepts, principles, and research on excellence management, including the Malcolm Baldrige National Quality Award (MBNQA), European Organization for Quality Management (EFQM), High–Performance Organization (HPO), Thailand Quality Award (TQA), Total Quality Management (TQM), Public Sector Management Quality Award (PMQA), modern management, the concept of continuous improvement, and the concept of ATLI for process assessment. The concept of LeTCI is for results assessment towards excellence to find conclusions to find management approaches and practices that lead to better success and high performance (Srisunthorn & Lorsuwannarat, 2022). Opening opportunities to learn from the success of other excellent organizations as a guideline to create success and excellence (National Quality Award Office, 2022). This study also adds to the issues of good governance management, social participation, and responsibility to participate in the study to comply with the intentions of current government organizations (Muadi, 2021).

The above guidelines are the origin of the study of excellence management due to the doubts about the management of the NACC, which found that the organization’s performance in terms of operational efficiency and effectiveness in preventing corruption still lacks clarity and

concreteness (Kusiyarungsit et al., 2023), including the issue of the NACC's wisdom in exercising its power and duties, which may be contrary to the principles of law and justice according to the intention of establishing this independent organization. The results of both of the above issues of the management of the NACC will affect public confidence, shake the stability of the national justice process, and worsen the measurement of dishonesty or corruption at the national level (Lertpornparsopchok & Mallikamarl, 2022). Both of the above problems are the source of the necessity for government or private organizations. The NACC office must accelerate the integration to solve the issues (Khonkhayan & Limprasert, 2023).

And from the study of the literature found 11 components of management for excellence namely; Leading & Leadership, Strategic planning, Stakeholder management, Performance & Result, Knowledge management, Personnel focus, Process management, Resource management, Excellent Based Management, Participation and social responsibility, and Good Governance management which are the origin of the study questions and the objectives of the study, the appropriateness, the relationship and being a TEM-NACC.

Research Objectives

1. To study 11 components of the excellence management model: Leading and leadership, Strategic Planning, Stakeholder management, Performance and result, Knowledge management, Personnel focus, Process management, Resource management, Excellent Based Management, Participation and social responsibility, and Good Governance management.
2. To study the relationship between the 11 components of excellence management and the TEM-NACC.
3. To create a management model of the Excellence Management Model of the TEM-NACC.

Scope of Research

Scope of the Contents: This research aims to study the excellence management model from principles and concepts of management based on concepts and award criteria such as MBNQA, EFQM, TQA, PMQA, and the concept of continuous improvement, the components of excellence under the 20-year national strategy plan and the 4.0 government system, modern management according to the good governance guidelines of the Public Sector Development Commission, together

with management according to the principles of Good Governance and Participation & Social responsibility with the 41 observable factors and 11 latent factors to study the excellence management.

Scope of the Population and Sample: Quantitative research used the high-level CFA-SEM study method. The sample size calculation considered the probability of model fit and the complexity of the model 20 times the 41 observed factors, resulting in 820 samples, which were sufficient for SEM analysis (Kyriazos, 2018; Hair et al., 2014). The sample selection was based on the objectives. The study selected 820 purposive samplings with samples of 53.78% of informants of NACC agencies, 37.93% NACC-related agency service recipients, 5.61% Office holders complained to by the NACC and 2.68% NACC executives.

For qualitative research, the researcher used in-depth interviews with 18 NACC executives, academics, and management excellence experts from purposive sampling and used content analysis to summarize the research results. (Sutheewasinnon & Pasunon, 2016).

Scope of area: A specific study within the context of the National Anti-Corruption Commission.

Scope of the time: June 2022 – October 2024

Literature Review

The National Anti-Corruption Commission (NACC)

It is an independent agency that oversees and supervises the prevention and suppression of corruption in Thailand. The NACC plays a role in suppressing corruption and acts based on suspicions of corruption in performing the duties of high-ranking government officials and politicians (Kusiyarungsit et al., 2023). The NACC is a working group defined as an independent organization by the constitution. It has the power and duty to prevent and suppress corruption in the public sector (National Anti-Corruption Commission, 2021, May 25). Because investigating the facts of corruption cases is complicated and complex, it affects the overall efficiency of the NACC (Khonkhayan & Limprasert, 2023). The inspection of the NACC's exercise of power is seen as unlawful, and the intention of establishing this independent organization, including preventing corruption at the national level, has not yet seen results (Lertpornparsopchok & Mallikamarl, 2022)

Excellence Management and 11 components lead to management principles for excellence. The literature review, based on the concepts of MBNQA, EFQM, TQA, TQM, PMQA, HPO, ATLI, and LeTCI criteria, Modern management, the Good Governance guideline, and the concept of continuous improvement, which were found to affect the creation of excellence management in various aspects of the organization, can synthesize the elements, factors, and observed factors, which can be summarized as 11 factors through the following table.

Table 1 Summary table of the results of the synthesis of management that leads to management principles for excellence

Latent factors and observed factors	Concepts of organizational and Various academics
1) Leading and leadership of excellence management found that there are four observable factors: (1) idealistic influence, (2) inspirational motivation, (3) intellectual stimulation, and (4) consideration of individuality.	Saengchamnong and Viroonratch (2023), Meehanpong et al. (2019), Office of the Civil Service Commission (2023), National Quality Award Office (2022), Howell et al. (2022), and Lopez-Lemus and Garza Carranza (2023)
2) Strategic planning of excellence management found that there are four observable factors: (1) strategy-making process, (2) action plan-making and implementation, (3) strategic objectives, and (4) adjustment of action plan.	Muadi (2021), Kusiyarungsit et al. (2023), Lopez-Lemus et al. (2023), Office of the Civil Service Commission (2023), National Quality Award Office (2022), David et al. (2021), AlShehail et al. (2022), and Schoeman and Chakwizira (2023)
3) Stakeholder management of excellence management found that there are three observable factors: (1) responsibility, (2) relationship management, and (3) stakeholder communication management.	Pedrini and Ferri (2019), Eyiah-Botwe et al. (2019), Waris et al. (2022), National Quality Award Office (2022), and Namthavorn and Sintao (2023)
4) Knowledge management of excellence management found four observable factors: knowledge creation/seek, knowledge use, knowledge storage, and knowledge sharing.	National Quality Award Office (2022), Kusiyarungsit et al. (2023), Jyoti and Rani (2017), and Tabash et al. (2021)
5) Personnel focus of excellence management It was found that there are four observable factors: (1) performance according to the role, (2) organizational commitment, (3) personnel development, and (4) personnel environment.	Meehanpong et al. (2019), Hanapiyah et al. (2019), National Quality Award Office (2022), AlShehail et al. (2022), Faridi et al. (2022), and Office of the Civil Service Commission (2023)
6) Process management of excellence management found that there were three observable factors: (1) main important processes, (2) supporting processes, and (3) process improvements.	National Quality Award Office (2022), Kusiyarungsit et al. (2023), Fuchs et al. (2020), and Dian-Utami and Efendi-Harahap (2018)

7) Performance and result of excellence management found that there were three observable factors: (1) main efficiency/process results, (2) results in terms of focusing on service recipients, and (3) results in terms of focusing on personnel.	National Quality Award Office (2022), Meehanpong et al (2019), Elsafy and Sedde (2022), Furculita (2023), and Hani–Mahmoud et al. (2020)
8) Resource management of excellence management found that there were four observable factors: (1) building, location, and work equipment, (2) finance and budget, (3) human resources, and (4) technology and innovation.	Salah and Salah (2019), Alanazi and Sundarakani (2020), David et al. (2021), AlShehail et al. (2022), National Quality Award Office (2022), and Namthavorn and Sintao (2023)
9) Excellent Management found that there are four observable factors: (1) leading the organization towards excellence, (2) organizing the organization towards excellence, (3) planning and strategy towards excellence, and (4) controlling towards excellence.	National Quality Award Office (2022), AlShehail et al. (2022), Saengchamnong and Viroonratch (2023), Elsafy and Sedde (2022), Furculita (2023), and Glaveli et al. (2021)
10) Social participation and responsibility found that there are four observable factors: (1) social responsibility, (2) participation in decision-making, (3) participation in operations, and (4) participation in receiving benefits.	Zhang et al. (2021), Zhou et al. (2020), Grabner–Kräuter et al. (2023), Leclercq–Machado et al. (2022), Hasan et al. (2023), and Rameshwar et al. (2020)
11) Good Governance Management found that there are four observable factors: (1) the principle of accountability/audibility, (2) the principle of openness/transparency, (3) the rule of law, and (4) the principle of participation.	Office of the Civil Service Commission (2023), Beshi and Kaur (2020), Hertati et al. (2019), Aboukhadeer (2022), Karyatun et al. (2023), Ismail et al. (2023), and Crăciun et al. (2023)

From the review of theories/literature/concepts, it was found that various elements can be involved in the study: Leading and leadership, Strategic Planning, Stakeholder management, Performance and Results, Knowledge management, Personnel focus, Process management, Resource management, Excellent-Based Management, Participation and social responsibility, and Good Governance management, totaling 11 elements of the EM model.

Research Methodology

Research design

The mixed-method research approach was quantitative, using a Likert 5-level rating scale and online questionnaires, and qualitative research used structural in-depth interviews. The research ethics review Certificate Number: COE. 2-172/2024 of Suan Sunandha Rajabhat University

Research Instrument

Qualitative research used 257 questionnaires on a Likert rating 5-level scale (Likert, 1970) with a reliability test result of Cronbach's Alpha Coefficient at 8.65 – .998 (Sinlapacharu, 2014). The question of each element followed by Leading & Leadership (4 factors, 21 questions), Strategic planning (4 factors, 22 questions), Stakeholder management (3 factors, 15 questions), Performance and result (4 factors, 25 questions), Knowledge management (4 factors, 22 questions), Personnel focus (4 factors, 19 questions), Process Management (3 factors, 18 questions), Resource management (4 factors, 25 questions), Excellent Based Management (4 factors, 26 questions), Participation and social responsibility (4 factors, 21 questions), and Good Governance management (4 factors, 22 questions) and 12 quantitative semi-structured interview questions form. Both tools have a consistency index from the assessment by six experts value > 0.7 , and all instruments passed the research ethics and research instruments examination of Suan Sunandha Rajabhat University.

Data collection

This qualitative study used an online questionnaire to collect data on 820 personnel (the sample size was determined by using the criterion of 20 times the observed variable). The purposive sample was selected from the sample group, namely, executives, personnel, and officers of the NACC Office, people in other agencies, service recipients, and other stakeholders, to inquire about management issues towards excellence. Qualitative research and in-depth interviews with 18 experts used the in-depth interview method. The primary informants were experts and academics who used purposive selection, consisting of 1) executives and officers of the NACC Office, 2) representatives of other organizations and stakeholders of the NACC Office, 3) academics in the field of management of cooperation with society, and 4) academics in the field of management of excellence.

Data Analysis

Data analysis used content analysis for qualitative research. In contrast, quantitative research used descriptive statistics and high-level Confirmatory Factor Analysis (CFA) to test hypotheses using the Partial Least Square Structure Equation Model (PLS-SEM) method, higher order components, Reflective-Reflective Model (Tangpattanakit & Senariddhikrai, 2022).

Research Result

Quantitative result

Objective 1 The quantitative research results found that 11 latent variables had a mean (\bar{X}), standard deviation (S.D.), and interpretation at the “high level,” all of which were between (\bar{X}) 4.07– 4.15 and S.D. between 0.61–0.70, which could be ranked in order of importance as follows: stakeholder management, management based on good governance, Leadership, strategic planning in terms of performance and result, process management, knowledge management, resource management, social participation and responsibility, people-oriented management, and management for excellence. As for the latent variable, the assessment of management excellence (\bar{X}) = 4.12, S.D. = 0.67, it was at the “high level.”

Objective 2: The relationship between 11 latent variables and Objective 3: Creating a management model for the National Anti–Corruption Commission towards excellence.

Table 2. Standardized Factor Loading Score: λ of the Multiple-order confirmatory factor analysis of the ranking of TEM–NACC.

First Confirmatory Element					Secondary confirmatory element				
Variable	λ	S.E.	t	R^2	Variable	λ	S.E.	t	R^2
Ideological influence	0.86	–	–	0.74	Leading &	0.87	–	–	0.76
Create motivation and inspiration	0.90	0.03	37.24**	0.82	Leadership				
Intellectual stimulation	0.91	0.03	35.81**	0.82					
Considering individuality	0.94	0.03	36.21**	0.88					
Strategy Formation	0.90	–	–	0.81	Strategic	0.95	0.04	31.54**	0.90
Strategic objectives	0.91	0.02	45.11**	0.83	planning				
Plan and translate into action	0.88	0.02	38.63**	0.77					
Modification of action plan	0.90	0.03	41.06**	0.81					
Responsibility	0.90	–	–	0.82	Stakeholder	0.94	0.04	31.54**	0.88
Relationship Management	0.90	0.03	40.25**	0.80	Management				
Communication Management	0.89	0.03	38.02**	0.80					

First Confirmatory Element					Secondary confirmatory element				
Variable	λ	S.E.	t	R ²	Variable	λ	S.E.	t	R ²
Knowledge Creation/Seeking	0.92	–	–	0.84	Knowledge	0.97	0.05	28.61**	0.94
Knowledge Usage	0.91	0.02	48.99**	0.83	Management				
Knowledge Storage	0.90	0.02	41.36**	0.82					
Knowledge Sharing	0.91	0.02	44.70**	0.83					
Role Performance	0.90	–	–	0.81	People-focused	0.99	0.04	30.36**	0.98
Organizational engagement	0.87	0.03	38.29**	0.76	management				
Personnel development	0.89	0.03	39.86**	0.79					
Workforce Environment	0.83	0.04	32.62**	0.69					
Key core processes	0.93	–	–	0.86	Process	0.96	0.04	28.60**	0.92
Support process	0.95	0.02	51.67**	0.89	Management				
Process Improvement	0.91	0.02	43.34**	0.82					
Main process efficiency	0.88	–	–	0.77	Performance &	1.00	0.04	29.87**	1.00
Results in focus on recipients	0.91	0.02	50.22**	0.82	results				
Personal-focused outcomes	0.90	0.03	39.32**	0.80					
Buildings and equipment	0.86	–	–	0.75	Resource	0.95	0.05	25.04**	0.91
Finance and Budget	0.84	0.03	32.19**	0.70	Management				
Human resources	0.86	0.03	36.99**	0.75					
Technology and innovation	0.92	0.03	38.44**	0.84					
To lead an organization to excellence	0.94	–	–	0.88	Excellent Based	0.94	0.05	27.50**	0.89
Organizing for Excellence	0.91	0.02	46.74**	0.82	Management				
Plan excellence strategies	0.92	0.02	45.46**	0.85					
Control to Excellence	0.92	0.02	45.43**	0.85					
Social responsibility	0.92	–	–	0.84	Social	0.96	0.05	27.18**	0.93
Participate in decision-making	0.89	0.03	41.35**	0.79	Participation/				
Participating in operations	0.90	0.02	42.44**	0.80	Responsibility				
Participating in benefits	0.92	0.03	42.25**	0.85					
Accountability/Auditability	0.87	–	–	0.76	Good	0.96	0.04	27.95**	0.93
Openness/Transparency	0.87	0.03	41.07**	0.76	Governance				
Rule of Law	0.88	0.03	41.25**	0.78	Management				
Participation	0.91	0.03	34.80**	0.82					

Note ** Statistically significant at the .001 level (p < 0.001).

Fit Index: $\chi^2 = 715.949$, df = 443, p-value = 0.057, $\chi^2 / df = 1.653$, GFI = 0.959, AGFI = 0.919, NFI = 0.986, IFI = 0.994, CFI = 0.994, RMR = 0.007, SRMR = 0.015, RMSEA = 0.028, PCLOSE (p-value for test of close fit) = 1.000 and CN = 552

From Table 1, the study found that the index of consistency with empirical data, the first-order confirmatory component, had 42 first-order confirmatory components and 11 second-order confirmatory components of the TEM-NACC model.

Qualitative result

Summarizing in-depth interviews with 18 experts and the results of the management of the NACC towards excellence, the main points are summarized as follows:

1) Leading & Leadership and leadership that will lead NACC to management excellence can be summarized into nine important issues: 1) Leaders who are committed to success, 2) Maintaining integrity and protecting national assets, 3) Leaders who are committed to success in the primary process, 4) Leaders who dare to make decisions and act within the framework of authority, 5) Leaders who have influence and are ideological, 6) Leaders who are learning and focused on innovation, 7) Leaders who promote teamwork, 8) Leaders who are clear in their plans and goals, and 9) Directive and supportive leaders.

2) Strategic planning that will lead the NACC to excellence, summarizing seven important issues: 1) Managing the organizational structure to be flexible and efficient, 2) Managing the main missions to be consistent with honesty and fairness, 3) Managing all-around communication processes, 4) Raising the efficiency and effectiveness of work, 5) Developing networks and NACC representatives, 6) Managing organizational change and adaptation, and 7) SWOT analysis and future analysis.

3) Stakeholder management that will lead NACC to excellence can be summarized into six important issues: 1) Creating a system and process for integrated and efficient communication, 2) Having a system for managing and integrating relationships with stakeholders, 3) Adjusting the image of NACC to become an organization of justice, 4) Managing proactive and preventive processes, 5) Managing the system for providing information, checking information, and tracking progress as part of NACC services, and 6) Creating a network of cooperation with stakeholders.

4) Knowledge management that will lead NACC to excellence can be summarized into five issues: 1) Organizing the process of DNA transfer, knowledge transfer, and expertise transfer between generations, 2) Organizing knowledge exchange between teams and within the organization, 3) Basic level knowledge management for new employees, 4) Developing academic operations, research and development in various areas, and 5) Creating an effective knowledge management system.

5) Focus on personnel who will lead the NACC to excellence. It can be summarized into seven important issues: 1) Developing relationships and commitment to the organization, recruiting

genuinely passionate people. 2) Developing specialized knowledge of personnel and developing knowledge abroad. 3) Creating fairness in welfare allocation. 4) Upgrading a good working environment. 5) Developing basic knowledge and skills of personnel from the beginning. 6) Clarity in the organizational structure, eliminating patronage, favoritism, connections, and differences between subcommittees or permanent civil servants. 7) Readiness in various resources for work.

6) Organizing the process that will lead the NACC to excellence can be summarized into five important issues: 1) Developing the current NACC process to be efficient, clear, and continuous; 2) Having an excellent communication process; 3) The process of recruiting and developing resources to be appropriate and managing to create efficiency in operations; 4) Having a process of integrating participation for continuous development and improvement, and 5) Using proactive work processes and risk management and change management.

7) Performance and results that will lead the NACC to excellence can be summarized in 7 issues: 1) Clear goals for excellence and integrated work results, reconciliation, reduction of social conflicts, and being an honest society. 2) Results of NACC's excellence in communication, free from doubts in society and networks. 3) Results of case processing that are fast and accurate and continuously developed to be faster than the target. 4) NACC's complaint management is clear and compelling. 5) Significant results of corruption prevention and cooperation networks. 6) Results of performance in trust in fairness and justice. 7) Results of performance in risk management and holistic integration.

8) Resource management that will lead the NACC to excellence, summarized in 4 important issues: 1) Using technology and innovation systems in the work and covering all aspects, 2) The administration gives importance to resources in the operation, 3) Sufficiency of personnel for current workloads, and 4) Effective budget allocation and readiness to support the mission.

9) Excellent Management that will lead NACC towards excellence can be summarized into 4 important issues: 1) Creating efficiency in NACC's core processes and continuous development, 2) Having principles, vision, mission, processes, and systems for creating organizational excellence, 3) Implementing and implementing risk management and proactive organizational management, and 4) Creating excellence in creating integrated cooperation.

10) Participation and social responsibility that will lead the NACC to summarize 5 important issues: 1) Being the main leader in creating a culture of participation, creating transparency,

openness and accountability in society 2) Changing the image of the NACC to be friendly, a coordinator and an assistant more than an accuser 3) Managing integration with all sectors, networks, partners, various agencies, both government and private sectors, local organizations, people and communities 4) Creating understanding, reaching people, going to the field and creating harmony at the local level and 5) Taking preventive action with people participating at all levels.

11) Management based on the principles of good governance that will lead the NACC to excellence can be summarized into 6 important issues: 1) Being a model of excellent organizations that are open, transparent, and verifiable; 2) Being a model organization with expertise in fact-finding and indicting guilt; 3) Based on the principles of management based on the principles of good governance, the same as other organizations; 4) Based on the principles of justice, being a model of the rule of law, and the rule of law; 5) Being an organization that excels in creating participation for the creation of an honest culture in Thai society; and 6) Being a model of commitment to management towards excellence.

12) Assessment of management excellence that will lead NACC to excellence can be summarized into 7 important issues: 1) having a standardized operating process, 2) the results of excellence in closing and the number of cases, 3) clarity and standards in determining indicators of the process towards success, 4) implementation according to the PDCA concept, continuous development, and integration with various agencies, 5) the results of NACC's success that emphasize peace and justice in society, maintains national interests, and protect the people, 6) assessment of standards and standards of assessors, and 7) setting goals that must be consistent with the local context.

Discussions

Results and discussion of objective 1

The results and discussion of objective 1 found that 11 components of TEM-NACC were ranked in order of importance according to the average value from the study, with the component with the highest average value being:

1. Stakeholder management: The research found that responsibility, communication, and relationship management are important variables. Experts emphasized the creation of an effective communication system and the creation of a collaborative network. Consistent with the description

of dissatisfaction and non-conformity and the provision of qualitative research data, there was a consensus on creating satisfaction for people who influence the organization's results or stakeholders affected by the organization's operations and mission achievements. Saengchamnong and Viroonratch (2023) and Pedrini and Ferri (2019) agreed on the need to understand the organizational context and create excellence in communication. Consistent with Dararuang and Srisopa (2023), having a system for managing and integrating relationships and creating collaborative networks with stakeholders (Schoeman & Chakwizira, 2023) according to the PMQA guidelines for development towards a 4.0 government system.

2. Good governance management: The research emphasizes the importance of responsibility, transparency, and participation. Experts believe that the NACC should be a transparent and accountable management model, in line with the good governance management of Muadi (2021), who stated that it is expected in an anti-corruption organization like the NACC. The qualitative research results believe good governance management will lead the NACC to excellence.

3. Leading & Leadership: Quantitative research ranked Leadership third place, with key variables being idealistic influence, inspiration, intellectual stimulation, and individual consideration. Qualitative research by experts emphasized leaders who are committed to success in the primary process, maintaining integrity, making decisions within the framework of authority, building credibility and acceptance (4) being open to innovation and new learning, team building and decentralizing authority, having a clear and transferable vision, and supporting and balancing work. This is consistent with Pedrini and Ferri (2019), who mentioned that leaders focus on how the organization creates and improves performance. Pratimapakorn and Wiroonratch (2021) summarized the important missions of Leadership, which must have a vision, use strategies, and support the need to facilitate readiness to act, which went in the same direction as quantitative and qualitative research.

4. Strategic planning: The results of the study confirmed 4 main variables: action plan preparation, strategy preparation process, strategic objectives, and action plan adjustment, which experts from qualitative research emphasized on organizational structure management strategy, leading mission management, communication, excellence development, and change management, including SWOT analysis to enhance the organization's adaptability. This is consistent with Chiamwattanalert (2019), who mentioned strategies and implementation of plans and policies,

support in terms of policies that can meet the needs and expectations of the people, and the excellence management approach that the National Quality Award Office (2022) mentioned. Elements of strategic planning that cover the entire process, strategy preparation process, strategic objectives, action plan preparation and implementation, and action plan adjustment, which emphasizes strategic planning that must cover management of organizational challenges and changes.

5) Performance and results: The research emphasizes quantitative and qualitative studies. The quantitative approach focuses on the results of focusing on people, while the qualitative approach focuses on the efficiency of the core processes. The research also indicates that the organization's success depends on the focus on people, the development of employee value, and a good working environment, which affects the maintenance of the quality of operations and the achievement of the organization's goals. This is in line with the principles of the National Quality Award Office (2022), which states that the valuable results of the organization are the expectations and achievement of the organization's goals and overall success. Hanapiyah et al. (2019) reinforced the management's commitment to management and the creation of success. This is consistent with the management towards excellence according to the guidelines of the National Quality Award Office (2022), which assesses 3 outcomes: core process efficiency, people-focused, and customer-focused results.

6) Process management: The study results are divided into two main parts: quantitative research found that the primary process, process improvement, and support processes found important issues, including efficient and continuous process development, effective communication, appropriate resource recruitment and development, participation in continuous development, and proactive work and risk management, which must focus on effectiveness and innovation, along with continuous process improvement for maximum efficiency. Support from the assistance process is important in achieving organizational goals, in line with Lertpornparsopchok and Mallikamarl (2022), who mentioned public confidence in the process of performing duties and exercising the power of independent organizations under the constitution to fight corruption at the national level more effectively. The perspective of management towards excellence, National Quality Award Office (2022) proposed the issue of work processes and development towards excellence, stating that organizational operations must focus on the effectiveness of operations for success both now and in

the future. The Office of the Civil Service Commission (2023) mentioned the design of government agency processes that must define processes that create value from strategies and missions to achieve the vision of the government agency and the design of support processes to create efficiency in operations and lead to continuous process improvement.

7) Knowledge management: The study found the components of knowledge sharing, knowledge use, knowledge storage, and knowledge creation/seeking. The research found that knowledge transfer between generations, knowledge exchange in the organization, knowledge management for new employees, and academic development are important to solving corruption problems. The exchange of experiences and information between employees is important in creating cooperation and developing skills for organizational excellence. This is consistent with (Srikarin & Limprasert, 2022) according to qualitative research and consistent with Ketphan (2021), who added the part of management towards excellence and creating efficiency and appropriateness to build confidence in the public who must exchange opinions, change to new practices, increase skills development and new learning, professionalism and awareness of change and awareness, and knowledge management approaches towards excellence.

8) Resource management: The study results focused on key components: finance and budget, technology and innovation, buildings and work equipment, and human resources. The research found that the importance lies in using technology for comprehensive work, the suitability of personnel to workloads, and efficient budgeting. Resource management must also meet the missions of government agencies and integrate data to create transparency and efficiency in work. The NACC office uses new technologies and modern equipment to support operations, which is consistent with the PMQA management principles by Khonkhayan and Limprasert (2023), which stated that operational efficiency must come from the efficiency of resource readiness management.

9) Social participation and responsibility: It was found that there were 4 important components: social responsibility, participation in operations, receiving benefits, and decision-making, with 5 primary issues from qualitative research: (1) creating a culture of participation and transparency, (2) improving the image of the NACC to be friendly and helpful, (3) integrating with all sectors, (4) creating understanding and harmony at the provincial level, and (5) taking preventive actions to encourage public participation. The study results showed no difference between the opinions of personnel, the public, and the administration. Both had the same direction, expecting the

NACC to be a transparent and reliable organization and continuously developing personnel, in line with Lertpornparsopchok and Mallikamarl (2022) and Zhang et al. (2021) in terms of demonstrating organizational participation and social responsibility.

10) People-focused: The study found components including personnel development, organizational commitment, role performance, and personnel environment. The main issues from qualitative research were developing relationships and organizational commitment, developing specialized knowledge and knowledge from abroad, fairness in welfare allocation, upgrading the work environment, developing basic personnel knowledge, clarity in organizational structure, and readiness of resources for work. The study showed that personnel development and organizational commitment are linked to developing personnel to be committed, loving, and proud of the organization. These affect the overall success of the organization. This is consistent with Meehanpong et al. (2019), who confirmed the linkage with consideration of personnel increase development, personnel-focused actions of the organization to increase benefits and organizational productivity from employee capabilities, which is consistent with Namthavorn and Sintao (2023), TQA, and PMQA.

11) Excellence Management based: The study found key elements including organizational leadership, planning and strategy, organization, and control. The research found that leaders play an important role in creating excellence through strategic planning and building an organizational culture. It also emphasizes the development of core processes and the creation of partnerships in public organizations. Continuous development is an important part of driving organizational excellence. A vision and process must be consistent with the mission to create a continuous development system in the organization. This is consistent with Pratimapakorn and Wiroonratch (2021), who support the linkage to success or the creation of organizational excellence. Moreover, the process of creating organizational excellence according to the theory of improvement and development according to the context and the organization's continuous development by Nenadal (2020).

The study results show that all 11 components still have gaps in development that need to be raised to excellence comparable to various standards such as TQA. The researchers recommend continuous development in all aspects to achieve the highest international standards, especially communication and stakeholder participation which must be clearer and more effective. The research

concludes that raising the level of management according to the principles of good governance of the NACC itself will help strengthen the credibility and efficiency of the organization. Good management will lead the organization to sustainability and excellence in the future.

Results and discussion of objective 2

The results and discussion of objective 2 found that the relationship between 11 factors that can be summarized as the management model of the National Anti–Corruption Commission towards excellence by Leadership, strategic planning, stakeholder management, knowledge management, focus on personnel within the organization, process organization, performance, resource management, management towards excellence, participation and social responsibility, and management according to the principles of good governance, and supported by 41 observable variables that are statistically significant consistent with empirical data. It is consistent with the necessity of creating organizational management towards excellence that Wisstt (2019) presented about the necessity of management in national organizations. However, it is inconsistent with the study of Furculita (2023), who found that many public institutions or organizations do not meet the conditions due to the unclear principles in theory and practice related to measuring the performance of public institutions. This study is based on various management concepts for excellence, such as the concepts of MBNQA, EFQM, TQA, TQM, PMQA, Good Governance (Government of the Public Sector Development Commission), HPO, Continuous Improvement, ATLI and LeTCI, PDCA, and/or research studies of various academics related to management for excellence (Nenadal, 2020).

Results and discussion of objective 3

The results of objective 3 found that the management model of the National Anti–Corruption Commission towards excellence for this study has a comprehensive scope and components for applying the above–mentioned excellence standards. The analysis of the relevance and implementation of the system's effectiveness, which emphasizes anti–corruption results, focuses on what can be implemented at all organizational levels and in both public and private organizations. However, Wisstt (2019) also proposed the ambiguity in government organizations where anti–corruption often fails. Therefore, the study of the components for management excellence must depend on the context and national efforts in combating corruption. Many opportunities for development and progress result in an anti–corruption regime. The study and the results cover all

11 latent variables, and the results confirm the empirical data of the management model of the National Anti–Corruption Commission (National Anti–Corruption Commission, 2021)

Conclusion

Summary of the content of this study and the results of the coverage of the 11 latent variables and the results of the empirical data confirmation with quantitative research and supported by qualitative research of the excellence management model of the National Anti–Corruption Commission, consisting of performance & results, personnel–focused management within the organization, knowledge management, process management, participation and social responsibility, management based on the principles of good governance, resource management, strategic planning, external stakeholder management, management towards excellence, and Leadership are the most important parts of the excellence management model of the National Anti–Corruption Commission.

Suggestions

1. Research suggestions

From the concept of the management model of the National Anti–Corruption Commission towards excellence to the operation, the researcher makes the following policy recommendations:

1) The starting point of all excellence is the leader and the leading situation. This starts with an understanding of excellence, defining the meaning of excellence by understanding the various management models of excellence to be used as guidelines for the organization's appropriate operations and proceeding through the policies of the executives.

2) Implementing the model and all 11 factors in the NACC organization should be determined according to priority and implementation in practice in all 11 areas. Only some parts can be applied according to priority and studied repeatedly according to the time frame for evaluating excellence.

3) From the management model of the National Anti–Corruption Commission towards excellence, the executives, in addition to starting with their excellence, must also understand the 3 elements that must be given importance in the first place: external stakeholder management, social participation and responsibility, and management according to the principles of good governance to find a way to manage internal aspects from strategic planning, personnel–focused management within the organization, knowledge management, process management, and resource management.

4) The part about the operating results: I recommend that the executives understand the principles of evaluation of results and processes as applied together with ADLI and LeTCi excellence management to achieve excellence together. 5) With the development towards excellence according to various guidelines and principles, the organization can proceed in part according to the appropriateness and expertise of the organization, focusing on excellence in personnel, excellence in process, and customer and service recipients as important.

2. Suggestion for Further Work

This study is a cross-sectional study, which is research that collects data from a sample group that we are interested in studying only once at a certain point in time. For future studies, the researcher recommends (1) implementing or applying the model and all 11 factors in real organizations, (2) applying the study model as a guideline for studying in other sample organizations, and (3) qualitative research using a sample group of important people in the organization who have different duties and missions. Appointments may require more effort than usual, and being humble when approaching adults is always necessary for new researchers.

New Knowledge

Based on both quantitative and qualitative research results, it is possible to create and apply a management model of the National Anti-Corruption Commission Office towards excellence, which is derived from empirical data, as shown in the following figure.



Figure 1. Excellent Management model of the National Anti-Corruption Commission of Thailand (TEM-NACC)

(Researcher, 2024)

From the above model, it is known that the management model of the National Anti-Corruption Commission towards excellence, which consists of (1) Leading and Leadership, is in the middle. The reason is that the leader and the leader's leadership are the starting point and the spark that will lead the organization in the direction the leader wants. The model presents the leader as the creator of the starting point to lead the NACC towards excellence, following the guidelines and methods that the NACC wants. (2) The connection of Leadership with the operation to respond to the management of external stakeholders (stakeholder Management), participation and social responsibility (Participation and Social Responsibility), and management according to the principles of good governance (Cooperate Good Governance), which are the 3 main parts that the organization must respond to create a balance in the organization's operations through strategic planning and command to implementation. (3) The executives drive the factors considered for managing all 3 parts through strategic planning linked to the operation that is passed on. Management that focuses on the organization's personnel (Value of Human Resources) must be carried out in 3 areas: Knowledge Management, Process Management, and Resource Management to create the ability to operate efficiently (4) where all operations of the NACC affect the Performance Management that will create excellence where the results of operations and all processes must be evaluated through ADLI and LeTCi and (5) all operations must be based on the approach of Excellence Management Based to be carried out in a tangible, comprehensive, and interconnected manner.

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