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การจัดการองค์กรในช่วงวิกฤตทางการเมือง :  
ศึกษากรณีศูนย์บริการโลหิตแห่งชาติ สภากาชาดไทย  
Organization Management in Time of Political Crisis :  
A Case Study of National Blood Centre of Thailand

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## การจัดการองค์กรในช่วงวิกฤตทางการเมือง : ศึกษารณียุทธศาสตร์บริการโลหิตแห่งชาติ สภากาชาดไทย Organization Management in Time of Political Crisis : A Case Study of National Blood Centre of Thailand

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### บทคัดย่อ

การจัดการองค์กรให้ประสบผลสำเร็จดังที่ตั้งไว้ในแต่ละวันนั้นเป็นเรื่องทั่วไปสำหรับทุกองค์กร ทุกหน้าที่ต่างสามารถปฏิบัติงานได้อย่างราบรื่น ยกเว้นจะมีเหตุการณ์ที่เป็นปัญหาเข้ามาแทรก ศูนย์บริการโลหิตแห่งชาติ สภากาชาดไทย คือ องค์กรที่ไม่ได้แสวงหากำไร ซึ่งเคยประสบกับภาวะวิกฤตทางการเมือง ปี พ.ศ.2557 ที่กลุ่มผู้ชุมนุมปิดถนนขวางทางเข้าออกเป็นเวลาหลายวัน ซึ่งส่งผลกระทบต่อการทำงานขององค์กร ดังนั้นองค์กรจึงต้องใช้แผนสำรองควบคู่ไปกับขวัญกำลังใจและความทุ่มเทของพนักงาน ซึ่งนับเป็นสิ่งสำคัญที่ทำให้องค์กรประสบความสำเร็จบทความนี้ได้สัมภาษณ์บุคคลสำคัญเพื่อพิจารณาถึงภาพรวมการจัดการ รวมไปถึงแผนปฏิบัติงานบุคคลใดที่เกี่ยวข้อง และใช้เครื่องมือใดมาช่วยสนับสนุนให้งานสำเร็จได้อย่างดีเยี่ยมในช่วงภาวะวิกฤต

**คำสำคัญ :** การจัดการภาวะวิกฤต; การจัดการองค์กร; วิกฤตการเมืองไทย

### Abstract

Managing organization to achieve daily target seems to be a general matter for every organization. All the tasks can keep going smoothly except in time of obstacle phenomenon. National Blood Centre of Thailand (NBC) is the non-profit organization that experienced the kind of chaos in regards to political crisis in 2014. The protests blocked the road against the entrance for many days disrupting the organizational daily performance. The organization, thus, utilized the backup plan together with morale and commitment of the employees as the key success in making the organization perform daily tasks effectively. This article interviewed the key informants for the overall management, the implementation approach, the involved persons, and the supportive tools in time of uncertainty that made the daily target achieve perfectly.

**Keywords :** Chaos Management; Organization Management; Political Crisis in Thailand.

## Introduction

The uncertainty or chaos occurrence can emerge anytime in which organization has to effectively resolve it for making performance proper. In the study of non-profit organization as NBC, it emphasizes on how the organization can manage the ongoing situation of chaos affected by political crisis at that time. In fact, NBC has to daily obtain at least 1,500 units of blood in order to support the hospitals in Thailand. The focus of this study is not on how NBC collect blood from blood donors but it is on how NBC can manage all the tasks to achieve the goal everyday during the moment of political crisis that negatively affects the overall performance of organization. The study, hence, aims to find the essential implementation plan or appropriate approach that NBC used to handle the unexpected situation. The researcher, then, aims to find the involved persons who effectively solves the chaos. Furthermore, the study also looks for the essential tools that can support the unexpected situation.

The author also expects that this article can more or less generate the ultimate solution for organization management in regard to chaos. Due to NBC is an organization that has important role to most hospitals in the country. It is, hence, an important organization that should be examined the way of management during abnormal situation.

## Literature Review

### Management Theory

Management is dealing with society and surrounding environment of organization in which it needs to acquire appropriate regulation for excellent achieving the goals of organization (Dhanakoses, 2016). Dhanakoses (2016) also explained that the good management requires forecasting and planning in advance about the activities that will occur, and then it has to consider about responsible task for individuals by giving the right task to the right person for the effective control. Another interesting point regarding to management is innovation and the marketing approach that enhance organization to be successful through management (Drucker, 1909-2005). He also explained that doing something different from others or new thing with innovation can support marketing to be grateful. Daft & Marcic (2004) stated about the four key functions of management that consist of planning, organizing, leading, and controlling as the following figure.

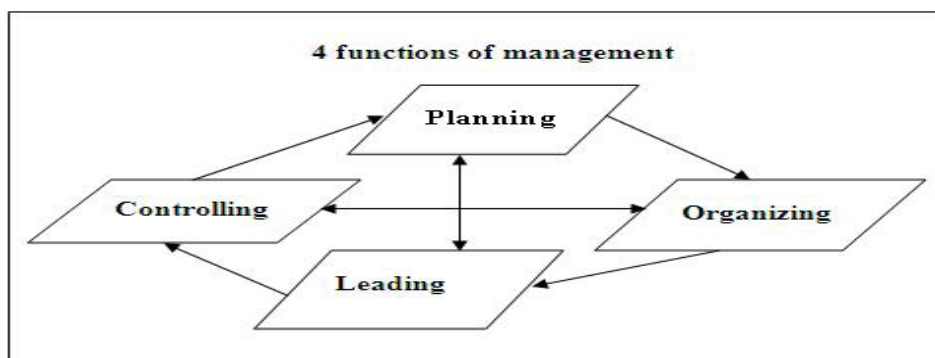


Figure 1 The key functions of management

Source : Daft & Marcic, 2004



### The uncertainty theory in organization

Individual organization has its own method for coping with the abnormal situation in which the author found that there are various interesting regarding to the kind of uncertainty management. First of all, to keep business goes smoothly no matter in time of unexpected event, it refers to the theory about contingency (Donaldson, 2001). It is derived from the concept of behavior that generates the idea that there is no best approach or no common pattern regarding to decision-making about managing organization. The factors about contingency weakening the connection between performance, human resource management, and strategy and hence, it doesn't accept the concept of best practice guiding work for every condition (Galbraith & Nathanson, 1978; Miles & Snow, 1984; Schuler, 1987; Delery& Doty, 1996). There is also another literature agrees that various environments do not require similar condition for organizations (Lawrence & Lorsh, 1967).

During the time of chaos, it is necessary to utilize the concept of change management to deal with the uncertainty for solving the chaos; this can essentially help to decrease the obstacle and adjust the time as well as resource allocations (Minzberge, 1994). Another theory is chaos management theory that is also the helpful concept for uncertainty; this concept refers to the situation that organization cannot forecast anything in advance (Stacey, 1991). These conceptual theories are traditional strategic management which are opposite to modern management theory (Dhanakoses, 2016). The concept of organizational learning also exposed that "We think in order to act, to be sue, but we also act in order to think" because making strategy requires experiment for learning process (Minzberge, 1994; Wit & Meyer, 1998).

### Research objective

This paper aims to find the appropriate organization management approach for handling the chaos or uncertainty that can negatively affect organization performance by focusing on the following issues :

- 1) The overall management that organization can perform daily tasks properly for considering and comparing to uncertainty management in time organization.
- 2) The occurred obstacle and solution that organization used for handling the abnormal situation during political crisis.
- 3) The essential implementation plan or appropriate approach, involved people, and the effective tools for handling the unexpected situation that more or less negatively affect proper organization performance.

### Research Question

The author has searched for the findings in order to answer the following research questions :

- 1) What is organization management that NBC normally applies for managing routine performance?

The author would like to consider the routine management of NBC that leads organization performance achieve daily goal effectively.

- 2) What are the implementation plans or appropriate approach for solving the obstacle of normal routine?

This question aims to find the most effective way for handling with the unexpected situation that can affect the proper performance of organization. It can consider the various aspect of organizational planning and reaction.

3) Who are involved for solving the unexpected situation?

The author is searching for the problem solving participants especially the particular aspects of the ultimate solution. This can be a guideline for giving the direction when chaos occur. At least, who will be responsible for what issue as well as the particular task for responding to unexpected situation.

4) What are the tools used for support the problem solving?

The author also seeks to find the interesting tools as the effective support the ultimate chaos management approach for organization management in time of crisis.

**Research Methodology**

The study of this paper uses the technique of qualitative research methodology. It's in-depth interviewing for clearly explaining and reasons of the particular decision-making. This kind of research method interviews the executive management of NBC as they are the group of authorized persons regarding to decision making by starting with the NBC's director, Dr. Soisaang Phikulsod, following by another 5 department heads of NBC. This can reveal the individual attitudes of decision making involved people. They are the key informants for essential information in regard to organization management in time of uncertainty. The questions, however, that are used for the in-depth interview can be viewed in Table 1.

**Table 1** : Questions for interviewing key informants

No.	Interviewees	Question Topics
1	Director of NBC	Normal vs. uncertainty managements
2	Head of Public relation	Normal vs. uncertainty managements
3	Head of Blood collection	Normal vs. uncertainty managements
4	Head of Blood Component	Normal vs. uncertainty managements
5	Head of blood screening	Normal vs. uncertainty managements
6	Head of Blood distribution	Normal vs. uncertainty managements

The questions asking key informants are the topics about normal vs. uncertainty managements in which the answers are different in the fields of individual works.

**Results**

**Overall management**

According to director of NBC, the unique approach for normal management of NBC is the “sufficiency economy” philosophy of King Bhumibol Adulyadej has impact on management of NBC for overall performance of organization. This idea influences the daily management approach of organization. There is daily target for blood collection in which the blood units will be collected based on the daily number of target rather than collecting as much as possible. Everyday it must collect blood units up to 1,500 blood units. Due to every blood unit has individual expiration dates in which it cannot be kept lasting forever. This is, hence, why NBC will only manage everything sufficiently during normal time.



On the contrary, in the time of crisis or uncertainty, the management will be well prepared in advance as it has an emergency plan to implement. This plan effectively guides everyone in organization to follow. In addition, there is also unplanned implementation for managing unexpected situation. This is called ad hoc plan. The ad hoc plan derives from the mutual agreement of authorized decision makers in which individual steps of plan aim to enhance performance of organization in time of crisis as well as reducing the obstacle as much as possible. It must clearly present pro and con of each alternatives before selecting the ultimate solution.

### **Implementation Plan**

In normal situation, the organization management is proper worked smoothly in which NBC does not need to use special plan. The work performance is based on daily schedule and individual departments have their own routine of work without particular adjustment. The interesting point is that when unexpected event happens, NBC will perform task based on implementation plan or the well backup plan for resolving the unexpected situation. In another word, every department has its own implementation plan, so called emergency plan for handling the chaos disturbing the proper works. Everyone will be called to be acknowledged for implementing the emergency plan in order to keep work performance achieve the daily goal effectively.

Furthermore, sometimes the emergency plan has also been adjusted according to the real situation in which the meeting will be arranged for mutual agreement of ad hoc plan too. At this time, individual department heads have updated information regarding to their own performance in their hands, and then they update these kind of useful information to the meeting participants for finding the ultimate solution together.

The ad hoc plan, however, also includes the sponsor and support from outside organization to make the better situation of chaos at that time. If there is something urgent and needed to be implemented without planning in advance, the authorized decision makers will consider case by case for solving or making the situation better in time. For example, the blood donors can normally come to donate blood at the official place of NBC but in time of political crisis created trouble for blood donors' coming. This time blood mobile units have to be provided at sponsor's place to support the blood supply of blood donors sufficiently to the daily blood demand of organization.

In addition to the well plan and ad hoc plan, the modern technology for supporting organization management in time of crisis like social media and internet based website have also been utilized. Everyone both inside and outside organization can be informed the updated news in time with low cost for public announcement. NBC has Facebook and its own website for promoting the news as urgent needs; these tools can excellently communicate the organizational need to the public easily. It can easily adjust the updated information as well as timely communicating to the right target of organization.

### **The involved persons for solving the chaos**

The chaos management of this organization does not have only the particular group of department heads and organization's director, but it also covers everyone in organization as well as stakeholders of organization. The way of organization management during chaos requires everyone in organization to be informed about the change or adjustment for particular event in order to have mutual insight and be able

to perform task efficiently. Moreover, stakeholders are people who involved with the organization performance and operation. They should also be informed if there is any change or updated information in order to support organization effectively.

The actual implementation starts from officers who are in the actual situation and they will inform their supervisor if something disturb their proper work. After that the supervisor will inform department head and find the effective solution together for getting the perfect outcomes. The director of organization will always be kept updating about the unplanned issue and change for ensuring that everything happens correctly with the same direction of organization's goal.

### **The tools used for support the problem solving**

The ultimate solution for chaos management is not just about the perfect planning both well preparation in advance and ad hoc planning; it also include the excellent support from outside organization like sponsor for place as well as the utilization of social media and organization's website. These are parallel working to the existing plan of organization for enhancing or solving the unexpected situation.

Every time that NBC arrange schedule for blood mobile units, the public announcement through its website and Facebook are the useful tools for promoting the need for blood or the need of organization. People will correctly be acknowledged about the time and place to support organization, it saves time, energy and cost for everyone. Additionally, it is a real time updating information that people can easily see it too. It reflects the organization management to support both normal and abnormal situations promptly.

### **Discussion**

The organization management in time of crisis of NBC is well prepared in which many department do not to be worry about what, where, when, who and how to perform the task in case of chaos occurrence. This presents the unique characteristics of excellent organization management for solving uncertainty. No matter how much negative effects emerge, the organization can keep working promptly as its well planning in advance and ad hoc decision making. This organization does not focus only the key persons in organization like department heads but it also focuses everyone both inside and outside organization for pursuing the goals of organization effectively.

Moreover, the application of modern technology has changed the image of traditional way of organization management that concerns with the traditional way of working style.

For example, communication for public announcement as it takes time and spend a lot of money in the past but this organization has adapted the communication pattern to the public through social media and internet based website instead of the old communication styles like billboard, document, handout, radio and TV advertisement. These new approaches of communication can save time and cost with the excellent feedback to organization.

### **Conclusion**

The ultimate approaches of organization management for solving uncertainty or chaos that generates negative effects to organization, are the well preparation of planning in advance and the ad hoc planning as well as the utilization of modern technology. Furthermore, the involvement of everyone that participates with organization both direct and indirect ways.



The external support from sponsor is another method to make the negative occurrence better. This can also help organization resolve the bad situation in time. Any changes can be supported appropriately through the support of sponsor too. This guides other organizations to utilize the benefits of partners and alliance.

Last but not least, the distinctive points of this study does not place importance only on its human resources but also stakeholders as they also have influence on organization performance. Therefore, it does not pay attention to the particular group of organization but it has been balancing priority of everyone in order to make the excellent performance of organization in the long-run success.

### Suggestions

It would be interesting if anyone will develop this topic to another kind of non-profit organization beyond NBC in order to consider whether the managerial approach in time of uncertainty is different from NBC. It can also study on modern approach that enables effective performance in time of uncertainty.

Moreover, it should utilize the mixed methods of study for obtaining both qualitative and quantitative data in order to study deeply on how people and organization deal with unexpected situation since this study focused merely on qualitative research method, thus, it would be grateful if it would have statistic to support the way of organization management in time of crisis.

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