

b157247

**MAJOR FACTORS AFFECTING THE ORGANIZATIONAL  
EFFECTIVENESS: A STUDY OF  
CITY AND TOWN MUNICIPALITIES**

**Jitti Kittilertpaisan**

**A Dissertation Submitted in Partial  
Fulfillment of the Requirements for the Degree of  
Doctor of Philosophy (Development Administration)  
School of Public Administration  
National Institute of Development Administration**

**2007**

**MAJOR FACTORS AFFECTING THE ORGANIZATIONAL  
EFFECTIVENESS: A STUDY OF  
CITY AND TOWN MUNICIPALITIES**

**Jitti Kittilertpaisan**

**School of Public Administration**

---

The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Development Administration).

Professor.....*S. Thamrong*.....Committee Chairman  
(Sombat Thamrongthanyawong, Ph. D.)

Professor.....*Pichit Pit*.....Committee  
(Pichit Pitaktepsombati, Ph. D.)

Associate Professor.....*Udom Thumkosit*.....Committee  
(Udom Thumkosit, Ph.D.)

## ABSTRACT

<b>Title of Dissertation</b>	Major Factors Affecting the Organizational Effectiveness: A Study of City and Town Municipalities
<b>Author</b>	Mr. Jitti Kittilertpaisan
<b>Degree</b>	Doctor of Philosophy (Development Administration)
<b>Year</b>	2007

---

This research examines major factors affecting the organizational effectiveness: a study of city and town municipalities. The objectives of this study are first, to evaluate the organizational effectiveness of the city and town municipality; second, to identify the major factors affecting the organizational effectiveness of the city and town municipality; third, to explain the relationships of the major influential factors regarding the organizational effectiveness of the city and town municipality; finally, to compare the major factors regarding organizational effectiveness between the city and town municipality.

The target population of the study is municipalities. The population under study has 134 municipalities. The return rate of the questionnaires was around 70 percent. Data were obtained by means of surveying administrations and through interviews. For the questionnaires, data obtained by means of survey were collected from 1,340 samples of administrators of each municipality. For the interviews, data obtained by means of in-depth interviews were collected through face-to-face interviews by the author at the municipality. The interviewees consisted of 8 mayors and 8 heads of functional offices of city and town municipalities.

The research results indicate that the model of analysis provides substantial power for the organizational effectiveness of the municipality. Policy resources, leadership competency, and organizational climate have both a direct and indirect influence on the organizational effectiveness of the municipality. Only good

governance exhibited a direct influence on organizational effectiveness. Among all the variables proposed in the model, good governance and organizational climate play the most prominent role in organizational effectiveness.

In comparison between the city and town municipality, differences in the interrelationships among the variables were found. Good governance, leadership competency, and organizational climate accounted for 51 percent of variation in the organizational effectiveness of the city municipality, while good governance, policy resources, organizational climate, and leadership competency accounted for 62 percent of variation in the organizational effectiveness of the town municipality.

A major difference was found in policy resources. For the city municipality, policy resources do not have a direct influence but only an indirect influence on organizational effectiveness. Policy resources are mediated by leadership competency, organizational climate, and good governance.

Organizational climate had the most direct influence on the organizational effectiveness of the municipality. The employee-centered climate is an important factor in that they must pay attention to stimulating subordinates to feel highly responsibility, and this leads to a high level of organizational effectiveness.

This research suggests that the administration of the municipality should create an organizational climate and transplant the concept of good governance. The organizational climate is a feeling on the part of administrators and subordinates concerning how they perceive that something should be done in the municipality. Further, the author would recommend that good governance might separate and assign authority to subordinates clearly, provide information to stakeholders continually, evaluate performance and bring results to develop municipal performance.

Moreover, policy resources and leadership competency are also important factors that relate to organizational effectiveness. Policy resources are crucial; however, resource management should be mentioned. The main reason is that a municipality consists of several functions and departments, thus criteria are required to evaluate, with equity, all of the functions in the municipality. Leadership competency is still important in that the ability of administrators involves the ability to develop, support, facilitate, or lead subordinates to achieve municipal goals.

## ACKNOWLEDGEMENTS

I would like to express my deepest appreciation to Professor Dr. Sombat Tharongthanyawong, President of the National Institution of Development Administration (NIDA), and my committee chairman, for his untiring support, his expertise and profound knowledge in public management to make this work acceptable and presentable; to Professor Dr. Pichit Pitaktepsombati, my dissertation committee member, for his expertise, advice and for his accommodating spirit in providing me all the necessary statistical information and to Associate Professor Dr. Udom Thumkosit, my substance advisor, for proper guidance and support and most importantly constructive comments and suggestions.

I also would like to thank all the personnel of the city and town municipality for providing me with valuable data, resources, helps and guidance that facilitate my efforts during the data collection and data analyzing phase.

I also would like to thank the professors at NIDA and my classmates, who support the progress of the dissertation and provided moral support. My thanks also go to the faculty of management science at Sakonnakhon Rajabhat University for their support and encouragement for my study.

Finally, my dearest thanks to and deepest appreciation go most of all to my parents, sister, brother, and my wife for all the love, happiness, support, and for making me strong and confident once more. This work is dedicated to all of them.

Jitti Kittilertpaisan

July 2007