THE STUDY OF FEATURES OF LEARNING ORGANIZATION AFFECTING TO PERFORMANCE EFFICIENCY OF SUAN SUNANDHA RAJABHAT UNIVERSITY STAFF

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Abstract— The purposes of the study were to investigate features of Learning Organization affecting the performance efficiency; and to compare the features affecting of quality of work .The data was obtained via a questionnaire, with gaining 331 respondents and was statistically analyzed by frequency, percentage, mean, standard deviation and stepwise multiple regression .The initial findings indicated that 5 features :1 (Systems thinking,2) Shared vision,3) Mental models,4) Team learning, and5) Personal mastery influenced the performance efficiency.The results showed all of 5 features were significantly predictedthe efficiency of staff, which could be applied to the implementation of the policy in the learning organization,aiming to support the performance efficiency and to develop a new approach to for the organization.

Keywords— Learning Organization, Performance Efficiency, Staff ofSuan Sunandha Rajabhat University.

I. INTRODUCTION

A sudden change resulting from advance technological and globalization, it is crucial for an organization to change and adjust itself to maintain its targets and survive .A university the one that cannot avoid this situation .At the present, every country including Thailand is adjusting and developing to the new social economy and knowledge-based society increasing the potential and competitiveness for themselves in terms of economy, politics, science, technology, and education .Therefore, Suan Sunandha Rajabhat University is committed to develop and change its education administration and teaching according to the forces .The initial stage is to modify and improve the administrative system by using proactive strategies .The objective is to improve the quality of education, serve the needs of society, and to compete with other universities both nationally and internationally)Suan Sunandha Rajabhat University, 2012)

Regarding the plublic Thai sector, the Royal Decree on Rules and Procedures was imposed in 2003. According to Article 11, the government sector is responsible for developing knowledge and act as an educational resource in order to carry out its tasks promptly and precisely .In addition, the ability of personnel and visions must encourage as well as cultivating good attitudes in order to achieve efficiency and collaborative learning)Royal Decree, 2003).

Human are essential and valuable to the existence and disbandment of an organization .Studies about people have been carried out from the past to present . It can be seen from the fact that top executives of many organizations agree that people are the most valuable resources)Danai, 2008: 49). Consequently, people are important resources to development and drive the organization to success .Human resources development is crucial and requires implementation of administrative policy in order to be a strong foundation that will lead the organization to the collaborative goals.

Performance efficiency concerns performance of tasks given with theirown ability .There are two characteristics that can be evaluated :1 (self-performance and performance of tasks assigned by commanders)Sirirat, 2003: 4). Thus, success of personnel in an organization can be evaluated from various factors, one of which is performance efficiency .The principle is that personnel organize and make the most off of their handful resources for the organization, which will demonstrate the potential of the personnel through their organized and clear processes resulting in valuable outcome .Personnel must be aware of benefits and come up with approaches to achieve or go beyond the goals.

According to what has been mentioned above, to be able to adapt an organization to the currently changing trends, it is essential that the organization become the learning resource and comply with the government policy which will increase the performance efficiency of its personnel .Provided that the personnel learn with support from their organization, they will apply their knowledge to the work which is considered most beneficial to the organization .Therefore, the researchers are interested in investigating the characteristics of a learning organization that affects performance efficiency of the staff at Rajabhut Suansunandha University.

II. OBJECTIVES

1. To study the characteristics of the learning organization affecting performance efficiency

of the staff at Rajabhut Suansunandha University

2. To compare each characteristic affecting performance efficiency of the staff at Rajabhut Suansunandha University

III. SCOPE OF THE RESEARCH

Population and Sample Group
The population in this research was 1, 748Suan Sunandha Rajabhat University staff .The data collection took place from June 1 to 31, 2015.

IV. VARIABLES

4.1 Indipendent Variable: Learning Organization consists

1.1. Systems thinking)X1)
1.2. Shared vision)X2)
1.3. Mental models)X3)
1.4. Team learning)X4)
1.5. Personal mastery)X5)

4.2Depentdent Variable :
Performance Efficiency)Y(

V. HYPOTHESIS

The characteristics of the learning organization in 4 aspects affect performance efficiency of the staff at Rajabhut Suansunandha University.

VI. METHODOLOGY

Open-ended questionnaires were used as the research tool .They were divided into 3 sections :1 (general information of the staff, 2) questions regarding the characteristics of the learning organization, and 3) questions regarding performance efficiency, the total number of which was 40 items .The first section consisted of Check List with one tick, the second and third sections were questions using 5 Likert Scale)Prasobchai, 2012: 213); Scale 1 represented "strongly disagree "and Scale 5 represented "strongly agree."Content Validity along with Index of Item - Objective Congruence)IOC (was used to test the tool .The results showed that the IOC of the questionnaire was between 0.50 and 1.00 meaning that the questions were consistent with the research objectives .The reliability of the research tool was tested with Cronbach‘s Alpha Coefficient .The results showed that the reliability of each aspect of questions was between 0.86 and 0.90, more than 0.70, meaning that the tool was highly reliable)Prasobchai, 2012: 239).

For the data collection, the population was 1, 748 academic staff .The sample group was obtained by simple random sampling)Prasobchai, 2012), and 326 staff were obtained .However, since the researchers distributed 350 sets of questionnaires to prevent loss of data, the number of questionnaires eligible for the evaluation was 331.

Descriptive Statistics along with percentage, mean, standard deviation were used to analyze the data, and the hypothesis was tested by analyzing the influence of variables by Multiple Regressions and stepwise techniques.

VII. RESULT

Table1: Analysis Result of Characteristics of Learning Organization Affecting Performance Efficiency

Question Item	Mean	S.D.	Result
Characteristics of learning organization			
Systematic Thinking (X1)	2.75	0.72	Medium
Shared Vision (X2)	3.53	0.55	High
Mental Models (X3)	3.15	0.63	Medium
Team Learning(X4)	3.62	0.56	High
Personal Mastery (X5)	3.82	0.66	High
Summary of Characteristics ofLearning Organization) X(	3.37	0.62	Medium
Summary of Performance Efficiency) Y(	3.65	0.65	High
Total	3.42	0.63	High

According to Table 1"the analysis result of characteristics of the learning organization)x"(, it was found that the overall opinions were at high level) $\bar{x}$ =3.37, S.D = .0.62 .(Considering each aspect, it showed that personal mastery was the highest average) $\bar{x}$ =3.82,S.D = .0.66(, followed by team learning) $\bar{x}$ = 3.62, S.D =.0.56(, and systematic thinking) $\bar{x}$ = 2.75, S.D =.0.72 (respectively.
The analysis result of performance efficiency of supporting personnel)Y (showed that the overall opinions were at high level) $\bar{x}$ = 3.65, S.D = .0.65.(

Table2: Regression Analysis of Performance and Environmental Factors of Supporting Personnel, Overall and Classified by Each Aspect

x	B	S.E.	β	t	sig
Constant Value	1.115	0.213		5.231	0.000
X1	0.272	0.063	0.289	4.319	0.000
X2	0.302	0.068	0.275	4.458	0.000
X3	-0.233	0.068	-0.273	-3.443	0.001
X4	0.171	0.040	0.253	4.303	0.000
X5	0.180	0.55	0.248	3.299	0.001

0.05 **Significance** R =0.715 R square =0.512 Adjust R square =0.497

Std .Error of the Estimate =0.39282

Multiple Regression

$\hat{Y}$ = 1.1 15+ 0.272X 1+ 0.302X 2- 0.233X 3+ 0.171X 4 ı 0.180X5

According to Table 2- The analysis result of factors affecting performance efficiency of supporting personnel, it was found that the factors affecting performance efficiency of supporting personnel could be predicted with 51.2 percent)Adjusted R^2 = 0.512, F =11.030 (with 0.05 significant statistic :systematic thinking = β)0.289, $p < 0.05$(, shared vision = β) 0.275, $p < 0.05$(, mental models = β)0.273, $p < 0.05$(, team learning = β)0.253, $p < 0.05$(, personal mastery = β)0.248, $p < 0.05$ (respectively.

VIII. DISCUSSION

8.1 Systematic Thinking

Systematic thinking has a positive influence on performance efficiency which is coherent with the concept by Jumrieng) 1997 .(He stated that efficiency and effectiveness were the results of a learning organization which was a guideline to a new administration strengthening and preparing the organization to overcome all types of competition as well as sustaining its benefits.

8.2 Shared Vision

Share vision has a positive influence on performance efficiency which is coherent with Nattawan) 2013, 123). He studied the concept of knowledge administration affecting performance efficiency of the employees in Country Group Securities Public Company Limited and stated that the organizational development and knowledge administration related to performance efficiency, costs, quality, workload, time, and approaches that allowed the personnel to achieve their goals, visions, commitments, policies, and objectives.

8.3 Mental Models

Mental models have a positive influence on performance efficiency which is coherent with the research work by Donyawan) 2011, 71). He studied the characteristics of the staff and outcome based on the learning organization concept :case study of a fast-food company and stated that the characteristics of the staff in the learning organization related to the organization outcome since it reduced cost of production and ability in creating innovations .In terms of cost of production, the organization was able to increase profits and reduce loss resulting from production processes .In terms of ability in creating innovations, the organization improved its products, services, procedures, or effectiveness and took the customers' needs as opportunities to create new innovations.

8.4 Team Learning

Team learning has a positive influence on performance efficiency which is coherent with the research work byAmporn) 2010 (that investigated learning organization development of regional educational offices .The results showed that the organization with constant learning was an active characteristic and indicated that the personnel were eager to find knowledge to share among them in order to improve and maximize their performance efficiency .In addition, systematic organization within the organization allowed personnel to participate in sharing of knowledge, news, and information relating to the university .As a result, the personnel in all levels could analyze problems or situations and come up with shared solutions from real events and case studies which encouraged collaborative learning.

8.5 Personal Mastery

Personal mastery has a positive influence on performance efficiency which is coherent with Aaporn) 2010 :99 .(She investigated the relationship between characteristics of a learning organization and performance outcome of Nakorn Luang Thai Public Limited Bank branches and stated that the characteristics of the learning organization in terms of systematic thinking, team learning, personal mastery, and shared vision related to one another and had a positive effect on the customer relation and the internal processes as well as learning and development .The bank answered the customers' inquiries and provided additional information about its business in order to increase the service value and develop its internal processes which improved the efficiency and personnel to have creativity in providing new services to satisfy the customers**.**

SUGGESTIONS

1. For the administration in 21st century, Ducker stated in 1999 that it was not about managing personnel but managing "human resources) "Drucker, 1999 cited in Danai) 2008 :49 .(Therefore, if an organization could become a learning organization, it would encourage its personnel to learn while working and build upon ideas that would lead to positive performance .Moreover, it maximized the potential in the personnel which was beneficial to the organization.

2. This research work investigated the characteristics of a learning organization affecting performance efficiency .The results obtained from this research indicated that the types of the learning organization influenced performance efficiency of the personnel .Therefore, approaches to the learning organization should be studied to increase the potential and quality in performance of the personnel which will enable them to adjust themselves to the changing trends .They will also become a driving force leading the organization to grown and survive the globalization.

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