

Role of the organizational atmosphere, teamwork, management policies, organizational commitment, and the operational effectiveness of public organizations in Yunnan, China

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Abstract

This research aims to study the organizational atmosphere, teamwork, management policies, organizational commitment, and the operational effectiveness of public organizations in Yunnan, China. This study utilized qualitative research methods. The qualitative research, in-depth interviews were conducted with 20 peoples of middle executives of state-owned enterprises in the public organizations in Yunnan, China. The research results indicate that 1) China's public organizations in Yunnan group have a high level of organizational atmosphere, teamwork, management policies, organizational commitment, and the operational effectiveness. 2) The researcher has created a model for the operational effectiveness of the public organizations in Yunnan group called the OTMO-OE Model (O = Organizational atmosphere, T = teamwork, M = Management policies, O = Organizational commitment, OE = Operational effectiveness) Moreover, qualitative research has identified that people of middle executives of state-owned enterprises in the public organizations in Yunnan must utilize organizational atmosphere, teamwork, management policies, organizational commitment, and the operational effectiveness. In doing so, they can develop various styles. The findings of this research can be used as a policy to enhance the efficiency and the public organizations in Yunnan, promoting its growth in the future.

Keywords: organizational atmosphere teamwork, management policies, organizational commitment

1. Introduction

The success of the organization's problem management to achieve its goals, its potential to solve problems in an integrated manner, and its ability to create peace and order in the area are mainly due to the organization's policies. Because setting policies that are consistent with solving problems for the organization is an important guideline that will lead to success according to the needs of the people. The policy of creating cooperation between the public and private sectors in solving public problems will be more effective when government organizations plan their operations to be clear and consistent with their goals. In addition, the policies of government agencies can create cooperation with the private sector to

help the people more effectively when there is monitoring, inspection, and evaluation of the implementation. Similarly, setting clear policies that are consistent with and conducive to solving people's problems, with an operational plan and appropriate monitoring and evaluation, will lead to the success of government organizations in solving problems for the people.

A good organizational atmosphere will enable all aspects of operations to be carried out efficiently. The key players are the organization's executives themselves. These executives have leadership in terms of vision in providing services and solving various problems that occur with the public with new ideas. They can use innovation and technology to manage problems and provide services to the public appropriately, for convenience, speed, and in accordance with the organization's needs (Butt, 2018). The organization's problem management is effective in coordinating and expediting the follow-up of grievance resolution, providing advice and recommendations to the public, coordinating dispute mediation/problem resolution for the public, organizing rapid response operations, promoting and supporting the development of problem-solving efficiency for the public, and developing a database system and providing services to relevant agencies. In addition, it was found that the courageous decisions of leaders can create success in public service for government agencies (Andrew, 1966).

Research Objective

To investigate the organizational atmosphere, teamwork, management policies, organizational commitment, and the operational effectiveness of public organizations in Yunnan, China

2. Literature Review

The performance of the firm is an important indicator of its success. An effective organization needs to have personnel, including executives, supervisors, and subordinates who are capable of working effectively. This is an important foundation for the organization to achieve its goals. The firm's performance, from the perspective of Lawless (1979); Mundel (1983); Baird, Post & Mahan (1990), concluded that performance means the achievement of the objectives set by the organization. Performance is related to the scope of the goals and the level of results produced and the ability to perform tasks to achieve the goals set related to the performance of the organization. Boyatzis (1982) showed the relationship between personal competence and other factors and organizational outcomes in the Contingency Theory of Action and Job Performance, which showed that excellent firm performance is the result of the relationship between three factors: people, work, and organization. Personal factors include vision, work philosophy, work methods, knowledge, abilities, or competencies of each person, which must have an appropriate relationship that is consistent with the needs of the role, mission, and specific duties of the work and the organization's environment, which consists of organizational atmosphere and culture, structure, system, strategy, and organizational growth. The relationship of these three factors can predict organizational outcomes. Adjusting to create appropriate consistency between people, job requirements, and the organization's environment

creates the organization's core competence and results in excellent performance and the organization's competitiveness. (Gibson et al.,1997) believed that firm performance is the result of the relationship between three levels of effectiveness: individual, group, and organizational levels, as follows: 1) Individual Performance is the result of performance according to the duties of employees or members of the organization, which are duties that are performed as part of the work or position in the organization. 2) Group Performance is the result of the total support of all group members, but in the form of synergy, which shows the combination of cooperation and assistance of individuals that exceeds the ordinary combination. 3) Firm performance is comprised of individuals and groups. Therefore, firm performance is comprised of individual and group performance, but firm performance is affected by synergistic effects that make the organization perform at a higher level than the sum of the parts. The relationship between individual, group and firm performance shows that group performance depends on individual performance, while firm performance depends on individual and group performance. These three levels of relationships have synergistic effects, which make group performance greater than the sum of individual performances, because synergistic effects realize the joint efforts. The relationship between the three levels of effectiveness consists of individual effectiveness, group effectiveness and organizational effectiveness (Gibson et al.,1997).

3. Methodology

Individual in-depth interviews from key informants who are high-level and middle-level executives, business executives with the highest income in China, to obtain in-depth information according to the conceptual framework, using a semi-structured interview form, conducted by systematic sampling, using the method of collecting data from key informants. Qualitative Research: in-depth interviews with 15 key informants who were middle-level executives who had been managing public sector organizations in Yunnan Province for at least 5 years, and to obtain in-depth information according to the research conceptual framework, semi-structured interviews were used, purposive sampling, and key informant interviews, which were interviews that specifically identified key informants, because the respondents were the target group appropriate for the objectives. The researcher has framed the main points in each topic of the interview according to the guidelines used in the study to obtain data to confirm and support the findings from the quantitative research.

4. Results

The strategic management policy will allow entrepreneurs to have a decision-making process to determine methods and directions that are consistent with future situations that must achieve goals. How will the strategy help the entrepreneur to create competitiveness in that business? The strategy will show how the entrepreneur will create difference and value from the customer's perspective, such as the strategy for the stainless-steel product entrepreneur to achieve the goal of creating difference to create value and difference from the customer's perspective in terms of price, quality, speed of response to customers, etc. In addition, the strategy must be clear about what the entrepreneur must or must not do in advance in order to set the direction that will drive the organization and plan what the organization must do to

achieve that direction. The strategy will show the employees in the relevant sections how to achieve the goals and what the desired final results are. And the strategy cannot be successful if it does not or does not align with clear goals and objectives. Therefore, a good strategy is a guideline that makes the organization efficient in its management, has the ability to create creativity both inside and outside the organization to be used in developing products or work processes, and can create value from products or work processes by managing systems and resources effectively for a competitive advantage.

Organizational efficiency factors, experts give importance to cost because cost reduction is an important goal for business operations, especially in stainless steel product operations, which have costs of raw materials, tools, and labor. If these things are managed effectively, costs can be reduced. Therefore, the use of technology and innovation is an effective approach. Cost is an important indicator that affects the success of a business. Having lower costs than competitors gives an advantage in setting selling prices lower than competitors, which directly affects customers' purchasing decisions and the organization's income. Having low costs also increases the ability to maintain standards and quality in product production and provide services to customers to create confidence. In addition, having low costs also supports investment in using new technologies to develop new products and services, which are important factors in creating innovations that affect the improvement and development of product and service production to meet customer needs at all times.

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