

Excellence Management Model of the National Anti-Corruption Commission

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ABSTRACT

The objective of this article was 1) to study 11 elements of management towards excellence, including leadership and leadership. strategic planning Stakeholder management knowledge management Focusing on personnel within the organization Process organization Performance Resource management towards excellence Participation and social responsibility and management according to the principles of good governance of the Office of the National Anti-Corruption Commission. 2) To study the relationship between Leading and Leadership strategic planning Stakeholder management knowledge management Focusing on personnel within the organization Process organization Performance Resource management towards excellence Participation and social responsibility and management according to the principles of good governance towards excellence in the administration of the National Anti-Corruption Commission Office.

This study has a population and sample scope. That is specified only in the context of a government organization, namely the Office of the National Anti-Corruption Commission. By studying personnel in the organization and other stakeholders in management toward excellence in this research, the researcher used a mixed research method. Consists of quantitative research and qualitative Research by quantitative research study: Study of 11 variable factors that affect Management excellence of the National Anti-Corruption Commission According to the findings that serve the objectives of the research study obtained from studying and reviewing various relevant literature both domestically and abroad related to factors. Qualitative research: The study process was designed by using 2 parts of qualitative research methods, namely the In-depth Interview method and the Focus Group.

The research found that the organization's success or failure depends on its qualities. The leaders in the organization are very important because good leaders will develop subordinates or workers of that unit well and both sides, will help each other create the desired output, products, or services. Therefore, today it can be seen that training in various organizations has given importance to the matter of Leadership, which is an attempt. Seek new ways to develop executives into good leaders. Leaders are important to management organizational strategy planning Implementing the strategic plan Organizational management Leaders should have 10 characteristics, including being a learner. Perseverance in the face of difficulties, perseverance, motivation, determination, enthusiasm, and skill. Be responsible and take risks Have self-confidence be honest good human relations and health, with intelligence, idealism, and creativity. A person with a good personality Therefore, leaders should change to bring about change in the organization and develop the organization to success.

Keywords: *Excellence Management; Model; the National Anti-Corruption Commission*

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INTRODUCTION

The 21st century is considered a century that has occurred in terms of social, cultural, economic, and technological changes and environment that make various organizations, both government and private sectors that must face the influence and pressure to raise the efficiency level in operations towards excellence (Teerasak Sukhaboon, Sumalee Ramnat and Chairit Thongrod, 2022) that occurs both within the organization and outside the organization. Facing changes in the operating environment that cause the organization and people in the organization to change. Create development and find ways to raise the level of competitiveness and or expect results that will bring about the survival of the organization (Kanokwan Srisunthorn and Tippawan Lorsuwanrat, 2022) which is a state of It is necessary to change the operating process within the context and amid rapid changes in the environment (Disruptive change) facing conditions full of volatility (V- Volatility) in things unexpected and difficult to predict, leading to preparation for Supporting uncertainty (U-Uncertainty) that is unclear and difficult to decide. The social situation is full of complexity. (C-Complexity) that increases from a variety of factors that come in according to the situation. It is connected both to the structure and to changing directions that cause ambiguity in achieving goals and situations full of ambiguity (A-Ambiguity) which causes ambiguity unclearness It is difficult to predict the cause and effect that will occur clearly (Pascalau, S-V., 2023) with the connection from the need to struggle for survival of organizations in the context of such change. That comes with the need for improvement and development to raise the organization to be leading and excellent. (National Quality Award Office, 2022; Madi Odeh, R.B.S., Obeidat, B.Y., Jaradat, M.O., Masa'deh, R. & Alshurideh, M.T. (2023) that institutional or organizational excellence is one of the ways to contribute to organizational success. Successful in meeting the needs of beneficiaries and eliminating the old management methods that are holding the organization in place and counting down the days while excellent management expresses the organization's exploitation of existing opportunities for development. Within the framework of effective planning and determination to achieve a shared vision. There is clear coverage of the objective's adequacy of resources and enthusiasm for work (Zairi, M. (2019) emphasizing that achieving organizational excellence requires an integrated strategy for improvement, development, and modernization. Including setting a clear plan to change efficiency and working patterns within the organization. That comes with an awareness of the duties, roles, and services that these organizations perform. so that they can achieve their goals with clear values, knowledge, and work strategies that are believed to help the organization achieve excellence (Atia Morsy, A.M. & Mohamed Olik, M.M., 2023; and Samson, D. & Challis, D., 2020) in line with the spirit of management that expresses a commitment to raising the level of excellence in management Supporting adoption to improve competitiveness Stimulating the exchange of knowledge and exchanging best practices that lead to organizational success at a level that exceeds international standards This can be done by all types of organizations, whether government organizations, private sector organizations, all types and all sizes that can bring guidelines and criteria for operations that create excellence That starts with a comparative evaluation with the current management system. To find issues that still have gaps that can lead to development Determining methods, and goals, and creating clear action plans Understanding the strengths and points that should be improved will be beneficial in planning for more complete organizational improvement. Including finding opportunities to promote and support the development of competitive capabilities and practices that lead to success and provide opportunities to learn from the successes of other excellent organizations to be used as guidelines for creating success and excellence as well. (National Quality Award Office, 2022) The elements of management towards excellence (National Quality Awards Office, 2022) are specified according to the framework of the system for implementing excellence. Consisting of 6 categories, which consist of processes and results that rely on organizational leadership that is linked to strategy and customers or service recipients. together with integration to results through elements, personnel, processes, and results of operations based on Organizational outline and basics of the system Where information and data are managed to feed back into process development and management according to the organization's environment.

From the objective of studying the excellent management model. The details of management and excellence will be inserted into every part of the management. Therefore, the study reviewed relevant literature and included factors, indicators, and measures that relied on various important elements that were comprehensive and necessary for excellent management. However, Lertchai Suthamanon (2021) stated that the elements of management excellence Assessment tools can be adjusted and created according to needs and the organizational development context. Likewise, Komsak Jiamwattanalert (2019) emphasizes the elements of excellence in government organizations. that can be implemented according to the elements that have passed the development

of elements of excellence according to the 20-year national strategy and Bureaucracy 4.0, namely the elements of excellence that include 1) organizational leadership 2) strategic planning 3) giving importance with service recipients and stakeholders, 4) measurement, analysis, and knowledge management, 5) personnel focus, 6) operating system focus, and 7) operational results. Linking and improving other elements will help to increase efficiency in becoming an organization with excellence and high performance (Kanokwan Srisunthorn and Tippawan Lorsuwanrat, 2022). The study of management still adds to issues that at present cannot be left out of governance management (Al-Tae, S. H. H., & Kadhim Al-Jauhar, K.A., 2022) Good governance has become an issue of management that is caused by corruption from humans taking advantage of using their positions for personal gain. through forms of abuse of power Exclusion or neglect of participation of members and the public and business relationships characterized by collusion between government officials and private companies to subvert public policy. Participation in systematic collusion among the institutions or parties that implement them. Working together creates doubt. Management according to the principles of good governance increasingly, especially in societies or countries adhering to democracy that view corruption as an important issue and therefore difficult to eradicate (Muadi. S., 2021), making this study the researcher has led One of the factors entered the joint study is management according to the principles of good governance and participation and social responsibility.

Because good governance management is the cause of preventing corruption problems. In particular, policy corruption occurs when political officials use their power in public administration as a tool for implementing, issuing, amending, and exploiting loopholes in the law along with beneficial interpretations to myself and my friends or corruption at the local level that has the characteristics of budget corruption from individuals Corruption from lack of knowledge and understanding and lack of morality and ethics lack of publicity Lack of diversity in inspections and corruption arising from local power and influence This causes government agencies to supervise and supervise the prevention and suppression of corruption in Thailand. Office of the National Anti-Corruption Commission (NACC), which carries out its vision of "Being the main organization in preventing and suppressing corruption that is accepted and trusted both inside and outside the country." The NACC has a role and duty in suppressing corruption and proceeded from the suspicion of corruption in the duties of high-ranking government officials and those holding political positions (Apinpat Kusiyanangsit, Supaporn Sridee and Santad Thongrin, 2023) the problem of corruption is one of the important problems in the world and in many countries. by in Thailand the latest statistics regarding the receipt of complaints about corruption and misconduct of government officials by the NACC revealed that in 2019, there were 10,382 complaints received and in 2020, there were 9,130 stories, which is considered a relatively high number and reflects the problem of Corruption that continues there is an indication of the need for the government or private sector organizations to accelerate integration in solving problems (Nattasangkeet Konkhayan and Sanyaphong Limprasert, 2023). How is the operation of the National Anti-Corruption Commission? The C.C. itself still has problems in the current situation. The NACC was established by the Constitution of the Kingdom of Thailand, from 1997 until 2017, which is currently in force. Data on corruption cases in the public sector has found that the number has increased. very much while the performance of the duties of the NACC did not result in a reduction in the number of corruption cases (Thanita Srikarin and Sanyaphong Limprasert, 2022), it was still found that Complaints about delays in legal proceedings, neglect of cases, cases with lapses in statute of limitations and including the NACC itself was unable to provide clarity to the public involved. Both in the issue of orders not to determine the basis of wrongdoing in cases involving high-level politicians or other issues that bring doubts to the exercise of the powers and duties of the NACC and whether those actions are Going according to the law to create transparency, accountability, and creating justice in society according to the spirit of the founding of this independent organization, is it true? (Kriengkrai Charoenthanawat, 2018) Apinpat's study by Kusiyanangsit and others (2023) also points out the issue of strategic work in the campaign to prevent corruption problems of the NACC that still lacks clarity in strategic operations. or the study of Atchara Lertphonprasopchoke and Sunee Mallikaman (2022) and Natthasangkeet Khonkhayan and Sanyaphong Limprasert (2023) who aimed to find issues in examining the use of authority and mechanisms for making the use of authority for transparency more efficient and effective inspection of the NACC. Currently, no law specifies an organization to specifically monitor the use of powers by the NACC. The existing audit is only an internal audit, such as an audit of how many complaints have been completed or are outstanding and inspecting the efficiency of budget spending by the Office of the NACC, which is carried out in the form of an administrative agency only. With the intent of having a mechanism to check the use of powers of the NACC, if Thailand has laws that specify organizations, committees, and measures to check the use of powers of the NACC, then it is a guarantee for the people and

society that the use of powers by the NACC will be lawful. Be transparent and auditable. According to the spirit of establishing this independent organization if the use of power by the NACC is unlawful Lack of efficiency in operations will affect people's confidence in the performance of duties and the exercise of power of independent organizations according to the constitution that shakes stability Justice process Increasing corruption at the national level will inevitably result in damage and affect the social and security aspects of the state (Atchara Lertphonprasopchoke and Sunee Mallikaman, 2022).

In summary, the connections from the literature review related to the management of the National Anti-Corruption Commission and the essence of the problem are summarized.

1. The Office of the NACC is an organization that must live in a context that is changing rapidly and all the time. This does not mean that there is any privilege over change. This affects the need for executives to be aware of their survival. Find ways to create agile capabilities and sustainable existence of the organization.
2. From the Bureaucratic System 4.0 policy guidelines, regardless of whether the administrators of the NACC office define the organization as an independent organization or anything else. But there is a part of it that is an agency under the bureaucracy. The bureaucratic system 4.0 policy may not yet be an issue that requires urgent action at present. But not taking steps is equivalent to falling behind other departments that are immediately acting.
3. Creating and improving operational efficiency The Office of the National Anti-Corruption Commission (NACC) found that at present various viewpoints and issues are being pointed out that show a lack of efficiency in operations lack of transparency neglect to perform duties that organizations still need to find management methods to survive in a context of uncertainty change Answering questions regarding various operations, creating and improving operational efficiency and elevate the organization to the front line that expects excellence
4. The Office of the NACC is one of the organizations or institutions that must be an example of a trustworthy organization. Be transparent and can be checked who still wants to find ways to carry out their operations legally and change the views of stakeholders to be consistent with the intent of establishing this independent organization.
5. The operations of the NACC Office still have issues of doubt regarding the use of Powers and duties and mechanisms for exercising power that must be carried out by the law.
6. Management operations towards excellence were found to still have various components. Allocating and selecting elements and guidelines for various management operations that must be assembled appropriately, completely, and carried out throughout the organization so that operations can be carried out efficiently.

From the issues mentioned above this creates educational issues that require research and study. ***“Excellence Management Model of the National Anti-Corruption Commission”*** to find guidelines for management towards excellence that are appropriate for the organization. The summary results from the review of Management Excellence Which is one of the management guidelines from the literature study. It was found that various elements come into play in the study: (1) leadership and leadership (2) strategic planning (3) managing people and Stakeholders outside the organization (4) Knowledge management (5) Management focused on personnel within the organization (6) Process organization (7) Performance (8) Resource management (9) Management towards excellence (10) Management according to the principles of good governance and (11) Participation and social responsibility.

RESEARCH OBJECTIVES

1. To study 11 elements of management towards excellence, including leadership and leadership. strategic planning Stakeholder management knowledge management Focusing on personnel within the organization Process organization Performance Resource management towards excellence Participation and social responsibility and management according to the principles of good governance of the Office of the National Anti-Corruption Commission.
2. To study the relationship between Leading and Leadership strategic planning Stakeholder management knowledge management Focusing on personnel within the organization Process organization Performance Resource management towards excellence Participation and social responsibility and

management according to the principles of good governance towards excellence in the administration of the National Anti-Corruption Commission Office

Expected benefits from the research

Expected benefits from research on the excellence management model of the Office of the National Anti-Corruption Commission consist of:

1. Academic aspect: It is an academic knowledge database. For those interested in academics, researchers, or those who will study issues related to the management of excellence in institutions or independent government organizations.
2. Policy aspect, Office of the National Anti-Corruption Commission The results of the study can be used as a guideline for managing greater excellence as well as being able to compete internationally.
3. Operational aspect the results of the study will present guidelines that can be adapted for development. Office of the National Anti-Corruption Commission to create excellence by taking into account the relevant elements, including leadership and leadership. strategic planning Stakeholder management knowledge management Focusing on personnel within the organization Process organization Performance Resource management towards excellence Participation and social responsibility and management according to the principles of good governance.

Scope of the study

This research is a study on the Excellence Management Model of the National Anti-Corruption Commission. The researcher has determined the various scopes necessary for the study as follows:

Population scope and Sample

This study has a population and sample scope. That is specified only in the context of a government organization, namely the Office of the National Anti-Corruption Commission. By studying personnel in the organization and other stakeholders in management toward excellence

Variable scope

Study of on Excellence Management Model of the National Anti-Corruption Commission. It is specific and appropriate to specify the framework of variables obtained from the study and literature review such as

1. Leading and Leadership some factors measure (1) ideological influence, (2) inspirational motivation, (3) intellectual stimulation, and (4) individual consideration.
2. Strategic planning There are factors to measure (1) strategy preparation process, (2) strategic objectives, (3) preparation of action plans and transfer into practice, and (4) modification of action plans.
3. Stakeholder management there are factors to measure (1) responsibility, (2) relationship management, and (3) communication management.
4. Knowledge management and there are indicators (1) creating/seeking knowledge (2) using knowledge (3) storing knowledge (4) sharing and exchanging knowledge
5. Focusing on personnel within the organization there are factors to measure (1) performance according to role, (2) commitment to the organization, (3) personnel development, and (4) personnel environment.
6. Process organization There are indicators for (1) main processes related to products and services, (2) supporting processes, and (3) process development and improvement processes.
7. Performance There are indicators to measure (1) main/process performance results, (2) customer and service recipient focus results and (3) personnel focus results.
8. Resource management there are indicators (1) buildings and work equipment, (2) finances and budgets, (3) personnel resources, and (4) technology and innovation.
9. Management towards excellence there are factors to measure (1) leading the organization to excellence, (2) managing processes towards excellence, (3) controlling results towards excellence, and (4) planning and strategy towards excellence.

10. Participation and social responsibility and there are indicators to measure (1) social responsibility, (2) participation in decision-making, (3) participation in operations, and (4) participation in receiving benefits.
11. Management according to the principles of good governance and there are indicators (1) the principle of accountability/auditability, (2) the principle of openness/transparency, (3) the rule of law, and (4) the principle of participation.

Content scope

This study is studied in the context of change and the need for development to raise the organization towards excellence. The content scope relies on the concept of management towards excellence based on concepts, and award criteria such as MBNQA, EFQM, TQA, and PMQA, and the concept of developing elements of excellence according to the 20-year national strategy and Bureaucracy 4.0 and Modern management follows the guidelines for good governance of the Office of The Public Sector Development Commission (OPDC), together with management according to the principles of good governance and participation and social responsibility. In the organizational context of the National Anti-Corruption Commission.

Timing scope

In this research, starting from June 2022 - October 2024, starting from literature review Conceptualization Tool development and testing Data collection operation Results analysis, and summary discussion of results

Area scope

This study has a specific scope in the context of the Office of the National Anti-Corruption Commission of Thailand by studying from the perspective of management towards excellence.

RELATED LITERATURE

National Anti-Corruption Commission

In the 1990s, initiatives to root out corruption in politics included opposition which was promoted by the World Bank, and Transparency International That is an important step in the global fight against corruption. Born during the post-Cold War era it begins to define "Corruption" as a problem of expert knowledge. This concept was not involved in politics in the beginning. It is through the concept of political corruption that international organizations have initiated the fight against corruption and presented it as a universal solution in diverse cultures and organizations, both economic and political contexts linked to the development field, and tends to show that corruption is a common problem in developing countries. After the collapse of the Soviet Union, corruption has also become relevant in post-communist countries that are transitioning to Western-style democracies. Since 2000, this has been a response to calls for universal anti-corruption in education. Emphasis is placed on post-colonial emergence and Orientalist paradigms. In the past few years critical approaches have emerged among scholars studying the post-communist transition (Chiarvesio, F. & Puppo, D.L., 2022). These approaches point to the fact that the narrative of corruption (resistance) is something that must be embedded in history, especially in the political and cultural context. These scholars therefore call for a reconceptualization of anti-corruption discourse that emphasizes how stories and ideas about corruption shift and evolve (Doshi, S. & Ranganathan, M., 2019); and Pertiwi, K. & Ainsworth, S. 2021) Anthropologists' reflections on corruption. That is, insofar as they reflect a specific context, views of corruption and appropriate combat mechanisms must be understood only behind existing conceptions of what constitutes a non-corrupt state.

For Thailand, the government agency that oversees and oversees the prevention and suppression of corruption in Thailand is the Office of the National Anti-Corruption Commission (NACC Office) has a role and duty in suppressing corruption. and proceeded from the suspicion of corruption in the duties of high-ranking government officials and those holding political positions (Apinpat Kusiyarangsit and others, 2023) by the Anti-Corruption Commission the National Anti-Corruption Commission (Office of Public Sector Anti-Corruption Commission

(PACC) is a working group under the definition of an independent organization by the constitution. Has powers and duties to prevent and suppress corruption in the public sector. Has the power to investigate and decide government officials. arising from the exercise of authority unusual wealth Committing an offense of dishonesty in performing duties Offense against official position Offenses against the position of justice of government officials (Office of the National Anti-Corruption Commission, 2021; and Atchara Lertphonprasopchoke and Sunee Mallikamarn (2022) National Anti-Corruption Commission established under the Corruption and Misconduct Case Procedure Act 2016, Section 6 of the Organic Act on National Prevention and Suppression of Corruption 2017, Section 28, last paragraph, stipulates that the National Anti-Corruption Commission has the power to assign the Office of Public Sector Anti-Corruption Commission (PACC)) that has powers and duties according to the Act on Measures of the Executive to Prevent and Suppress Corruption B.E. 2008, Section 17, in investigating the facts of accusations made by government officials. holding positions ranging from senior director or equivalent Assigned to act on behalf of you under Section 62 of the Organic Act. Proceedings at the fact-finding level of the Office of Public Sector Anti-Corruption Commission (PACC), which will appoint a fact-finding subcommittee to act on behalf of the Office of Public Sector Anti-Corruption Commission (PACC) in collecting evidence that is part of the investigation at the level of investigators. When the fact-finding investigation is complete, the fact-finding sub-committee will submit a preliminary report to the Office of Public Sector Anti-Corruption Commission (PACC) to consider determining the basis for the offense. The file will be sent to the prosecutor for consideration according to Section 45, paragraph one of the Measures Act. When the prosecutor of the Suppression of Corruption Case considers the Statement of whether to order prosecution or order not to prosecute or if evidence is seen to be flawed the prosecutor will order further investigation. The process of investigating the facts is complicated. Too complicated and too many steps cause delays in legal proceedings It affects the overall criminal proceedings (Nattasangkeet Konkhayan and Sanyaphong Limprasert, 2023). However, at present, Thailand has no law that establishes an organization to examine the use of powers by the ONCB. G. Specifically, the existing audit is only an internal audit that is only an audit. How many complaints are there? How many matters have been processed? How many matters are outstanding for consideration? And checking the efficiency of budget spending by the National Anti-Corruption Commission, which is an administrative agency only. The fact that the law does not specifically specify organizations, committees, and measures to monitor the use of powers of the National Anti-Corruption Commission would cause the people to lack security regarding having a mechanism to monitor the use of powers of the National Anti-Corruption Commission. On the other hand, if Thailand has laws specifying organizations, committees, and measures to monitor the use of powers of the National Anti-Corruption Commission, then it will be a guarantee to the people and society that the use of powers by the National Anti-Corruption Commission is lawful. Transparent and verifiable, as was the intention of setting up this independent organization, was it illegal, delayed, or done through negligence or with intent to cause the case to lapse without an investigation and determination of the fault? This will affect People's confidence in the process of performing duties and using the power of independent organizations according to the constitution shake the stability of the justice process causing corruption at the national level to increase to the point that it is difficult to solve (Atchara Lertphonprasopchoke and Sunee Mallikaman, 2022).

CONCEPTS AND THEORIES OF EXCELLENCE MANAGEMENT ASSESSMENT

Background and Theory Evaluation of Management Excellence

The researcher's view of Management Studies Excellence the first thing that should be understood is management. What is it that often there is a confusing understanding between administration and management? By Suraphong Prabhap and others (2023) Summary of the study results the difference between "administration" and "management" and "administrator" or "manager" has different meanings and definitions even though there are overlapping parts. Management (Management) refers to a set of duties that determine the direction for the efficient and effective use of resources to achieve the organization's goals the successful results of management must be efficient and effective together. As for administration (Administration), which means the art of arranging things to be done until they are successful. The administrators do not use them as practitioners. However, it is the user of the art that makes the practitioners work successfully according to the goals that the administrators have chosen. Management refers to a set of duties and tasks. That sets the direction for taking advantage of what the organization has. Make it possible to achieve the organization's goals efficiently and

effectively the difference between management The following points of difference were found: (1) For-profit management Through setting policies, visions, missions, and work processes to meet the organization's goals, management is managing the work processes of various organizations, and managers are responsible for making the organization achieve its goals and make a profit. (2) Management process it is a planning and support process for multiple people to work together. and create guidelines for using resources management is the process of creating and implementing tools to enable people to work in various fields (3) Management determines procedures through policy formulation, while management is the implementation of policies (4) Perspective on the success of management Will focus on survival. Completion of short-term goals Success focuses on achieving goals as quickly as possible. On the other hand, management places importance on sustainability. and long-term planning by Manop Saengjamnong (2020) also summarizes the workload components of administration in 7 areas, namely 1) planning 2) organizing 3) personnel management 4) administration 5) coordination 6) Reporting results and (7) budgeting and summarize the workload components of management in 4 areas: 1) planning, 2) organizing, 3) leading, and 4) controlling (Bongkot Chansukwong and Thaweesak Sawangmek, 2020).

Researcher's perspective Definition Management towards organizational excellence by relying on the difference between "administration" and "management" as mentioned so that there is no overlap and non-overlapping with the management of other parts of the organization by the definition of management towards organizational excellence. It is a management model that applies various principles of management to excellence in the organization. To create organizational excellence in various fields with principles Methods for implementation and methods for evaluating performance and from the factors studied the management model for excellence management of the Office of the NACC. The issues of interest and used as a framework for studying various excellence management ideas. The researcher has studied management approaches to excellence. Excellent primarily from concepts, organizations, departments, and academics, including:

1. Malcolm Baldrige National Quality Award (MBNQA) criteria concept
2. European Organization for Quality Management (EFQM) criteria concept
3. National management quality concept Thailand Quality Award (TQA)
4. Concept of total quality management (Total Quality Management: TQM)
5. Public sector management quality concept (Public Sector Management Quality Award: PMQA)
6. Modern management according to the guidelines for good governance of the Public Sector Development Commission.
7. Characteristics of an organization with high performance (High Performance Organization: HPO)
8. Continuous Improvement Concept
9. Concepts, processes, and results for excellence (ATLI and LeTCI)
10. PDCA concept (Planning: Plan, Action: Do, Checking: Check, Action: Action)
11. Research studies by various academics regarding management excellence by reviewing the guidelines and it can be concluded that from the synthesis of the said content, all 11 concepts were identified as issues for study.

Management Concept Towards Excellence

When mentioned the concept of excellence management by Bou-Llusar, J.C. et al (2009) found that since 1990, organizations have used model concepts that promote quality management, such as the Deming model (DP Model) in Japan or The US National Quality Management Service Model, Malcolm Baldrige (MBNQA), or the European Quality Management (EFQM) both use concepts from the TQM framework to implement the concept of quality management throughout the TQM system. Many researchers have considered the model. Manage according to the TQM model with repeated study of key elements and simulation of key concepts in a variety of clear languages. It includes an empirical examination of the scope of the TQM model, both partial and comprehensive, and concludes that MBNQA incorporates elements of and from the TQM concept (Curkovic, S., Melnyk, S. & Calantone, R., 2000; Bou-Llusar, J.C. et al, 2009; Ionica, A., Baleanu, V., Edelhauser, E. & Irimie, S., 2010; National Quality Award Office, 2022, p. 1; Office of the Public Sector Development Commission, 2023; Boonkiat Karawekphan and others, 2016, page number not shown; Nenadal, J. (2020); Setiawan & Hardi-Purba, H., 2021; and Natharin Chumak and Natnicha Chotipittayanon, 2023), which later developed into the European Excellence Management Model, EFQM, and others based on the ideas of Malcolm Baldrige

(MBNQA) that followed. Including TQA and PMQA of Thailand. Ionica, A. et al (2010) suggest the connection according to the concept. Business Excellence (BI) with the aim and connection with Total Quality Management (TQM), which emphasizes that it comes from the foundation of the concept. Japan's Total Quality Control (TQC) and the development into TQM, after which we will present some perspectives in determining excellence at the national and international levels, by Ionica, A. et al (2010) Background images from work inspections (Inspection) until becoming Business Excellence as shown in the figure.

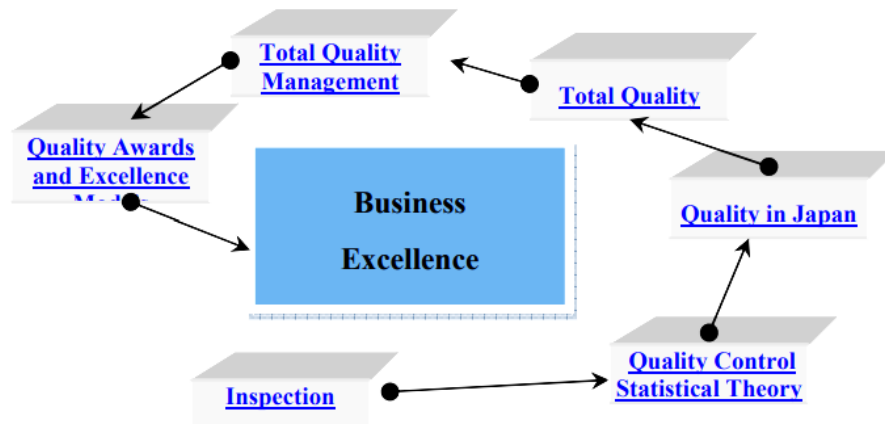


Figure 1: History of the Business Excellence Model (source: Ionica, A. et al, 2010)

As for the definition issue “Excellence” often refers to the concept of the Damming Model which includes the concept of improvement. Given the emphatic failure to highlight all aspects of a complex concept that leads to excellence, Ionica, A. et al (2010) present a guideline-based definition and representation that contributes to "Add Value: Value Added" based on the concept of excellence and the form of the Business Excellence concept that is the starting point for achieving excellence, which is accepted as coming from improving quality (Quality). However, Business Excellence that Excellence must begin with the company's ability to make a profit (Price) and be ready to respond to customer needs (Delivery) of Landier in 1991 and gave rise to the concept of Antonescu and Constantinescu's "Triangle of Excellence" in 1993.

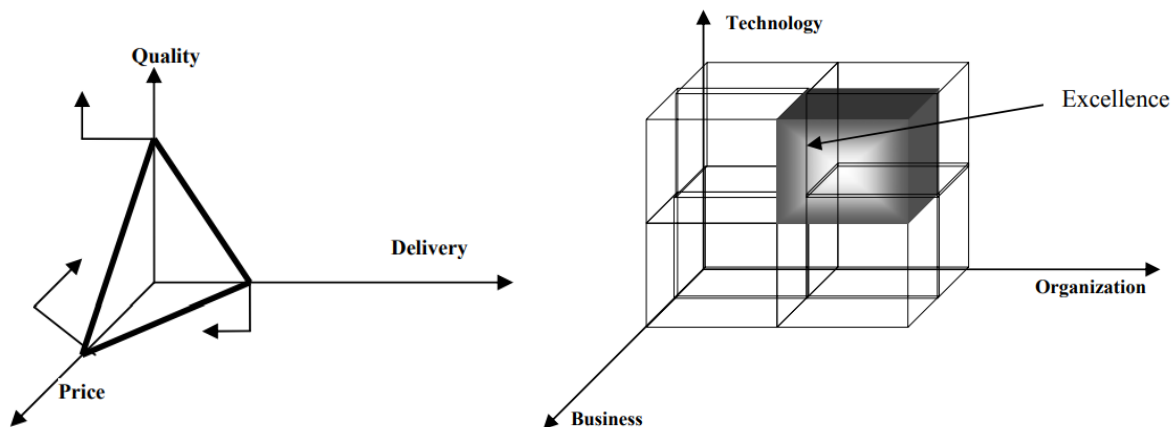
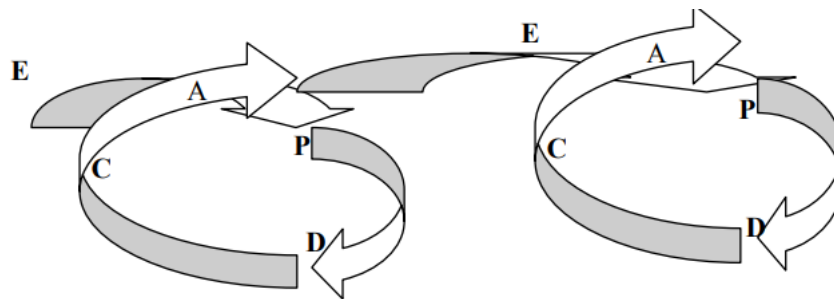


Figure 2: Triangle of Excellence and three coordinate axes for evaluating excellence (source: Ionica, A. et al, 2010)

The Evaluation of Excellence, based on Olaru's concept in 1995, must be based on actions in areas separated by 3 axes: Business, Technology, and Organization. According to the picture heading in the direction along the arrow is the goal and destination of the vision that you want to go to. Where that determination leads to that end,

improvement measures must be taken to achieve the end of excellence. Therefore, excellence means competitive success by obtaining high-quality products and services offered to customers in the shortest possible time and terms of business efficiency. Another area of excellence considers 3 coordinate axes: Business, Engineering/Technology, and organization as shown in the figure.

Lonica, A. et al, (2010); and Nenadal, J. (2020) suggest the connection from path to destination based on vision and management towards organizational excellence. That looks through problems and development according to Demming's concept that is defined according to various missions that affect the implementation of development (Improvement Project) and continuous development (Continuous Improvement) which follows the concept of the P-D-C-A development cycle and conducts inspections, evaluations, and development in subsequent rounds which is raised to Continuous Improvement or a spiral of never-ending improvement (Helix of never-ending improvement) as shown in the figure.



E- Evaluate; P-Plan; D-Do; C-Check; A-Amend

Figure 3. Spiral of endless improvement (Source: Ionica, A. et al, 2010)

From the TQM system-wide quality management concept above developed to the MBNQA Criteria Conceptual Framework, the MBNQA Criteria Conceptual Framework, or the Baldrige Excellence Framework for Measuring and Improving Organizational Performance. This can be shown as shown in the figure.

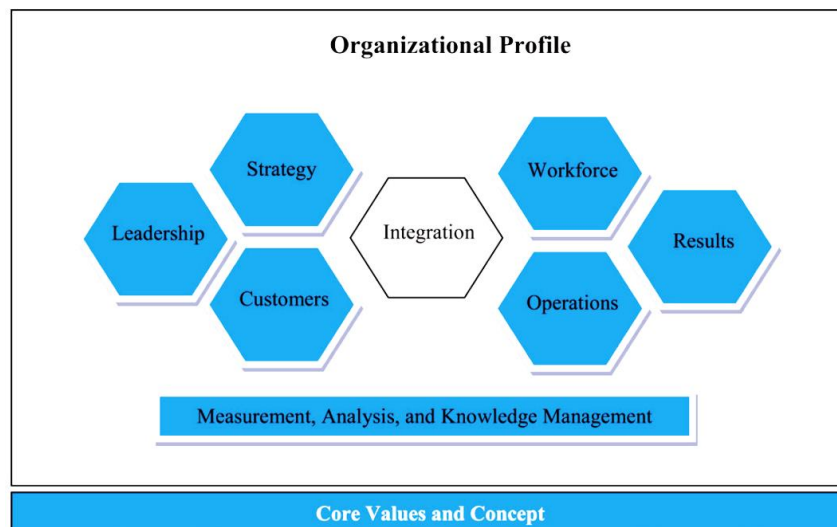


Figure 4. Baldrige Excellence Framework (Source: Setiawan & Hardi-Purba, H., 2021)

Including presenting the overlay of the MBNQA criteria concept award criteria, the EFQM criteria concept framework, and the Deming Cycle concept to the TQM 4.0 system-wide quality management concept. Nenadal, J. (2020); and Setiawan & Hardi-Purba, H. (2021) can be shown as shown.

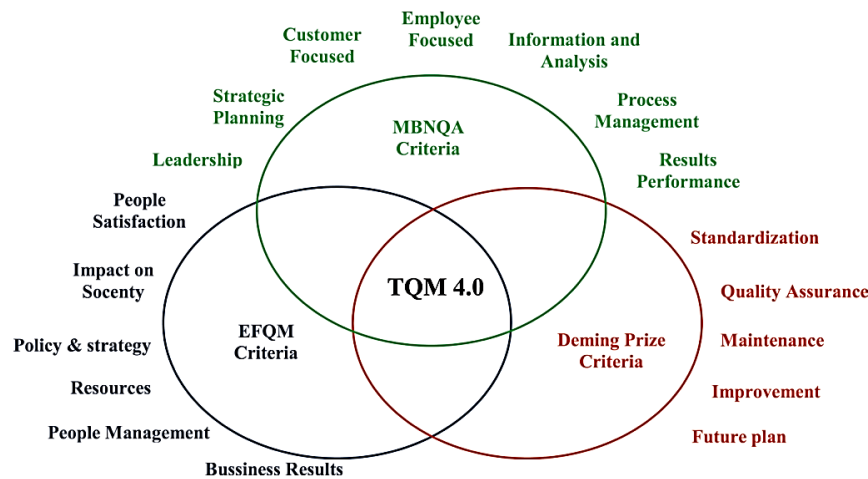


Figure 5. Overlay of excellence award criteria towards TQM 4.0 (Source Setiawan & Hardi-Purba, H., 2021)

Concepts and theories Strategic planning

Strategic planning What is important and plays a role in organizational management is That will create strength in implementing the organization's policies (Muadi, S. 2021) Strategy (Strategy) is an approach that goes through the process of analyzing the environment. To lead to achieving efficiency goals together with designing success goals Measuring effectiveness that covers what direction the organization will go and what to do to create change quickly (Apinpat Kusiyarangsit and others, 2023; and Thanaphon Kothathan, 2018) Influential and challenging strategies and one of the core competencies that leaders should have. By using strategies to influence and motivate subordinates to work for the team and superiors (George, B., 2020), managers must have learned strategic actions. To create influence through tactics that enable self-expression and achievement. and more through "influence" that results from trying to convince others to believe and or act in certain ways an "influencing strategy" refers to a process set of actions where leaders have behaviors that encourage or influence followers to carry out their objectives (Lopez-Lemus, J.A. & Garza Carranza, T.G., 2023) The main elements in strategic planning are often mentioned as vision, mission, aims or results. Objectives or outputs, policies, strategies or tactics/measures, and work plans where the various issues are connected and consistent. with various activities carried out within the framework of a particular work or project, which will have time frame conditions Mulyaningsih, R., Daniala, D.M., Kokom Komariah, R., Firdausijah, T. & Yuniarti, Y. (2021) Strategic planning is the process of selecting organizational goals. Strategy determines the strategic process and determines the necessary methods to ensure that the strategy and policy are implemented. A long-term, structured planning process to achieve company goals, or in other words strategic planning is a systematic management process or decision-making process for projects at an organization. Work will be done and estimates of the number of resources that will be allocated to each program over the next few years will be made.

Strategic planning for management for excellence in government organizations by the Office of the Civil Service Commission (2023), presented through the concept of PMQA defines strategic planning as "the evaluation of methods for defining and conveying strategic issues. Strategic objectives, main strategies, and operational plans to put into practice and measure the progress of the operation." The concept of The National Quality Award Office (2022), which is the criteria for the National Quality Award, talks about strategy: "How do you as an organization prepare strategic objectives and operational plans for the organization? Implementation Adjusting when the situation changes as well as how to measure progress." Public sector organizations are challenged by both external factors and domestic factors that influence them. However, Shinawatra Chuesakhu (2019) mentioned that there are strategies used to adapt or adopt various techniques. To develop efficiency in the operation of public services the important thing that corporate executives must pay attention to is management

objectives. Changing and developing the public sector through the concept of management or government reform to find better or better operational guidelines. Especially independent agencies under the supervision of the government that are independent in their operations and are not tied to the bureaucracy. and can be verified Setting policies and management strategies that often require further development or adaptation or creation of new ones to suit reforms to develop towards something better and better.

However, the researcher's view is that strategic planning relates to management. It sets guidelines for achieving the specified conditions based on comprehensive and systematic information. To determine ways to achieve expected future conditions. There is a planning process. Presentation through vision, mission, goals, objectives, policies, and strategies or measures for implementing and measuring success according to those objectives.

Concepts and theories focusing on personnel (Valuing People)

Giving importance to personnel (Valuing People) in the definition of having meaningful work. In an organization with a clear direction, it is a part that is responsible for the results of operations. Having the opportunity to learn a good working environment there is trust and cooperation. The diversity of personnel characteristics, promotes equality, fairness, and participation, and promotes a sense of belonging it is the source of creating the ability to achieve a person's highest potential. that will make the organization successful this makes giving importance to all personnel involved in the organization as one of the stakeholders affected by the organization's operations as a component of organizational excellence. (National Quality Award Office, 2022) by Abdullahi, S.M., Raman, K., Solarin, A.S. & Adeiza, A. (2021) It is the results that employees receive in the workplace as a valued outcome of the production system in the form of type of product or service Supporting the organization's plans towards expected results and achieving organizational goals and overall success. It comes from the performance of the employees that the employees of an organization are the most important assets due to their utmost efforts in the organization. Because all the assets of the organization will be wasted unless the employees perform well. In this regard, giving importance to personnel there is still a need to prepare personnel to support the change. Improving the thinking and attitude of personnel and changes in organizational culture that occur and changes in cultural processes, especially from the perspective of government officials and state enterprises (Punnada Songittisuk, 2019). In this regard, the behavior of employees or personnel is influenced greatly by many factors such as family values, religion, education level, gender, culture, nationality, and community/society as well. When the organizational goal is to focus on people's unique dynamics and influence on maintaining the quality of operations and the important role it plays in shaping people's attitudes and behavior. Organizations cannot focus solely on skills and knowledge development. But the internal values of employees must also be developed (Hanapiyah, M.Z., Daud, S. & Taufik Wan Abdullah, M.W., 2019).

Concepts and theories Performance management

Operational effectiveness represents how an organization ensures the results of its operations to provide a safe work environment and deliver value to customers or service providers (Punnada Songittisuk, 2019; Thanaphon Kothathan, Bandit Phangniran and Sombat Kaewchue, 2019) that are often linked to operational results obtained from a process that can evaluate and compare results with the organization's forecasts, standards, objectives, and other results. That may be expressed in monetary and non-monetary forms. The National Quality Award guidelines describe 4 areas: results of product and service operations; Focusing on customers/service recipients Operations and Finance and Markets (Saengchamrong, M. & Viroonratch, B. (2023) Good operating results indicate Work that aims to bring the results of the organization's and personnel's operations to continually higher levels in a systematic way. This will result in better service and value to customers and stakeholders. The approaches that lead to good performance have different roles and incentive systems, and the use of performance measures will effectively compare performance results. (National Quality Award Office, 2022) The definition of performance excellence (Performance Excellence), which refers to an integrated approach to managing organizational performance that results in 1) delivering value Always better for customers and stakeholders This will affect the continued success of the organization by 2) improving the effectiveness and capabilities of the organization, and 3) learning at the organizational and individual levels of personnel. (National Quality Awards Office, 2022) and in the Results category (Results) covers all results required to make an organization sustainable, including 1) key process and product/service results 2) customer focus results 3) Personnel results,

4) organizational leadership and governance system results, and 5) overall financial and market performance results (Punnada Songittisuk, 2019).

From management process to excellence Concepts and theories related to operating results according to the MBNQA criteria that mention operational results. It evaluates the performance and trends of government agencies in terms of effectiveness. Dimension of service quality Performance dimension and dimensions of organizational development (Office of the Public Sector Development Commission, 2023) Measuring management results is measuring the effectiveness of an organization's operations. Having good overall performance and financial efficiency will be the driving force within the organization. As for organizational effectiveness, which is used as a measurement concept, there are quite a variety of concepts. A variety of activities are used to track goals. Success in terms of effectiveness is often measured in many ways (Tjahjadi, B., et al, 2019) by efficiency (Efficiency) means measuring from resources used (Resource usage) and output obtained (Output) that Yes, any operation that can produce a large amount of output using few resources is efficient. Using resources wisely and cost-effectively Carrying out various activities correctly (Doing things right), using resources to minimize losses. Effectiveness means measuring the ability to achieve organizational goals that is the result is often a long-term result. Making decisions using the right methods (Doing the right thing) and operating successfully according to the organization's set plans. Effectiveness is the final achievement that depends as much as possible on the organization's success. Management must be carried out to achieve both efficiency and effectiveness simultaneously. (Saengchamnon, M. & Viroonratch, B., 2023) As for quality management system standards, ISO9000 is a comprehensive quality management system certification. Organizational processes, from design and development to production, installation, and service, are signs of influence that ensure the foundation of organizational performance in terms of creating efficiency and effectiveness in operations. It shows comprehensiveness throughout, from 1) understanding of the organizational context, 2) leadership, 3) planning, 4) support, 5) implementation, 6) competency assessment, and 7) continuous improvement. (Saengchamnon, M. & Viroonratch, B., 2023) National Quality Award Office (2022) discusses the National Quality Award criteria that assess challenges in the organization's performance to determine whether it is performing as well as it should or not how does the organization know? that the integration of key performance results and operational requirements within a results-focused framework which will be built based on practice Using feedback and how to create continuous success Tjahjadi, B., Soewarno, N., Astri, E. & Hariyati, H. (2019) Discussing organizational performance. That is important for both for-profit and not-for-profit organizations. Because it is the true achievement of the desired goals and objectives of the organization. Performance is the result of activities in the form of results and achievements Performance is also related to the achievement of the organization's vision and mission. It is a growing trend worldwide that public organizations are facing intense pressure to improve their performance and reform public management regarding the use of public resources (Angiola, N., Bianchi, P. & Damato, L., 2018) since the financial crisis states that public sector organizations need to be reformed in terms of both improved policy capacity and good governance. A strong state in a free economy must be able to strike a balance between deregulation for economic growth and regulation of public goods and services (Hazelkorn, E. & Gibson, A., 2019) and performance management. Performance Management System (PMS) refers to the process of measuring and managing the performance of both individuals and the audit team. Evaluating and providing fair compensation to members, Therefore, there are more strict rules and regulations. Requiring management to be more transparent and accountable, modern PMS must help government institutions be more transparent in their use of public funds. PMS is concerned with performance and efficiency. Management uses PMS to achieve goals and to ensure that organizational activities are aligned with strategic direction to create responsive public institutions including performance management reform is a popular method (Tjahjadi, B., et al, 2019).

The perspective of the author who is a researcher in the study of organizational performance measurement, it can be concluded that organizational performance measurement from a research perspective Measurement of organizational performance to ensure alignment with educational objectives. Performance theory provides a conceptual basis for thinking and working with systems. All types of operating results a performance system is any system in which priorities, measures, characteristics, or divisions are organized to determine a particular outcome in any area. Results systems go under various names, such as strategic plans, results management, Results-based management systems Results-focused management systems Responsibility systems Evidence-based practice systems, and best practice systems. In addition, outcome issues are addressed in traditional areas

such as strategic planning. Business planning and risk management Outcome theory theorizes a subset of topics covered in a variety of ways in other fields, such as performance management. enterprise development Program evaluation in policy analysis, economics, and other social sciences, treating outcome problems in different technical languages across these different fields means that it is difficult for outcome systems to quickly arrive at general principles about how to set up outcome systems and solve problems with existing results systems.

RESEARCH METHODOLOGY

In this research, the researcher used a mixed research method. Consists of quantitative research and Qualitative Research by

Quantitative research study: Study of 11 variable factors that affect Management excellence of the National Anti-Corruption Commission According to the findings that serve the objectives of the research study obtained from studying and reviewing various relevant literature both domestically and abroad related to factors, variables, indicators, and measures, along with filtering them into conceptual frameworks, theories, and knowledge until obtaining the elements of the variables and the form of the conceptual framework and guidelines for creating questionnaires that affect management excellence to create a questionnaire Check the quality of the tools according to the process for designing research tools and quantitative research data collection surveys Towards a confirmatory analysis of CFA findings on 11 factors from a sample group of executives, employees, and personnel of the National Anti-Corruption Commission. They are in central and regional offices. According to the number and conditions of the population and sample boundaries Analyze and summarize results of "Excellence Management of the National Anti-Corruption Commission" from quantitative research.

Qualitative research: The study process was designed by using 2 parts of qualitative research methods, namely the In-depth Interview method and the Focus Group.

1. In-depth Interview method with executives using 11 variables that affect Management excellence of the National Anti-Corruption Commission The study was conducted in parallel with qualitative research with the sample group of 12 executives or until the data was saturated (Prapaipim Suthiwasinon and Prasopchai Pasunon, 2016) with sample groups located in central and regional offices. According to the number and conditions of the population and sample boundaries to ask for opinions Prioritization and recommendations for 11 variables that affect the Management excellence of the National Anti-Corruption Commission From the executive's perspective using the resulting questionnaire, the quality of the instrument will be checked by the process for designing the research instrument and collecting qualitative research data After that, summarize the data from the angle of qualitative research together with quantitative research to create "Excellence Management Model of the Office of the National Anti-Corruption Commission" draft, moving to the next step.
2. Conducting a stakeholder Focus Group meeting to confirm the "Excellence Management Model of the Office of the National Anti-Corruption Commission" (draft version) by compiling the issues discovered in the process. Quantitative and qualitative research It is an issue in drafting the questionnaire. Check questionnaire quality and proceed with collecting data for Confirming the model and making recommendations with various stakeholders according to the research process of a stakeholder group meeting of 6-12 people (Worawut Romaratanaphan, 2014) with a method for selecting purposive sampling and analyzing data with summary analysis Complete format in the final order (Ketkanok Euawong, 2019), the researcher has designed the research as shown in the following picture.

Population and Sample

This study is a mixed methods study by determining the population and sample divided according to the process and methods of the study as follows:

Population, Sample, and Sampling in Quantitative Research

Population

Quantitative research has a population of personnel. Office of the National Anti-Corruption Commission both central and regional it was found that there was a total of 3,599 people (data from the structure of government divisions and staffing of the NACC Office, year 2022).

Sample and sampling

- Quantitative research Samples used in this research use random sampling to select the sample. Together with quota sampling in the areas of NACC agencies, both central and regional, and number of samples calculate samples consistent with statistics. Structural equations require a sample group to be appropriate to the variables studied this study has a total of 12 variables studied, 47 measures, which are consistent with determining the appropriate sample size for research using statistical tools. The researcher determined the sample size according to the rules of clarity using sample size. The researcher must collect a minimum of 400 samples or additional samples may be added as appropriate. Therefore, structural equation analysis can be done (Structural Equation Modeling: SEM). Statistical data analysis was done using a statistical package using statistical values.

CONCLUSION

The organization's success or failure depends on its qualities. The leaders in the organization are very important because good leaders will develop subordinates or workers of that unit well and both sides, will help each other create the desired output, products, or services. Therefore, today it can be seen that training in various organizations has given importance to the matter of Leadership, which is an attempt. Seek new ways to develop executives into good leaders. Leaders are important to management organizational strategy planning Implementing the strategic plan Organizational management Leaders should have 10 characteristics, including being a learner. Perseverance in the face of difficulties, perseverance, motivation, determination, enthusiasm, and skill. Be responsible and take risks Have self-confidence be honest good human relations and health, with intelligence, idealism, and creativity. A person with a good personality Therefore, leaders should change to bring about change in the organization and develop the organization to success.

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