

THE ORGANIZATION'S APPROACH TO INNOVATIVE COMMUNICATIONS TOWARDS EXCELLENCE

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Abstract

Internal communication is a link and a tool that promotes mutual understanding and is a link. The relationship between employees in an organization is a management symbol that leads to effective organizational management. The purpose of this research is to investigate: 1) the level of importance, effectiveness of the development of innovation in corporate communications towards excellence 2) causal factors of the management strategy of the enterprise, participation in the organization, Work Motivation for work, The work environment and effectiveness of the development of innovation in corporate communications and 3) approach the effectiveness of the development of innovation in corporate communication towards excellence. This research uses a mixed methods research, quantitative research and qualitative research. This research uses mixed methods--quantitative research and qualitative research. In the quantitative research, geospatial sampling was used to select 100 or more company employees located in Bangkok. By using a threshold of 20 times the observed variables, the size of the sample is not less than 340 people. The tool used is a questionnaire. Data analysis has used structural equation models. In the qualitative research, semi-structured interviews were conducted with 17 key informants, including experts, senior executives, and the president of the association. The results showed that 1) the effectiveness of the development of innovation in corporate communication towards excellence is of great importance. 2) The factors influencing the effectiveness of the development of innovative enterprise communications are employee motivation for work, working environment, organizational management strategy, and organizational engagement, respectively. 3) Effective approaches to develop innovation in corporate communication towards excellence are forms of communication that are polite, easy to understand, brief, and concise. It also focuses on key content and messages so that employees are interested in and understand them easily. Technological communication innovations in organizations, such as digital technology, should be used. Communication channels should be increased to make it easier to reach the executive level. This is to create familiarity with and awareness of employees' problems. Information must also be checked before communicating. Training is provided to employees so they understand and strive towards the goals of the organization. The findings are useful to private sector organizations. It can be used to formulate policies and strategies for developing communications within the organization to be more effective.

Keywords: Effectiveness / Developing Communication Innovations / Excellence

INTRODUCTION

Human beings need to be associated with communication from birth to death. In the old days, communication used various signals to indicate meaning, such as the sound of drums, Smoke, fire, etc. Later, communication was transformed into wall painting and then further developed into calligraphy to use communication as a means of conveying meaning, it is therefore used in a written recording manner, which makes communication more widely available (Tongbai Sudchari, 2014). In addition, various technologies used in communication have been greatly improved. As a result, human communication is possible quickly, it is more convenient,

spacious and efficient under the system of the global economy and society in recent times (Vasita Boonsathorn, 2020). Communication is an important factor of administration as both a factor and a resource is used to manage the organization, without communication, it is not possible to manage the organization effectively (Ratikorn Jongvijan, 2016). Communication is a strategy that is important to the organization in the management that will contribute to the work of the organization, because communication is a strategy or Processes or tools that will contribute to the awareness and learning to achieve the correct understanding of personnel throughout the organization from the policy level to the operational level to achieve the vision, The mission statement and strategy are together correctly and appropriately and lead the organization towards the goals set in a directional manner and must be implemented. In line with the basics of the organization, both structurally, administrative system, Therefore, the attitudes and values and culture of the personnel in the organization will lead the organization to its success. Therefore, communication strategies are operational tools within the organization to perform tasks within the organization in the most efficient and effective manner. The communication of the direction of the management's organization to the personnel in order to achieve acceptance and encourage cooperation in achieving the achievement of success in the direction of the management is lacking clarity and systematic, since it is mainly a one-way communication. The duration of communication lacks clarity and continuity, and the process of communicating the strategic plan lacks integration (Senate Secretariat, 2017).

From such a problem condition. Researchers are interested in studying the effectiveness of innovative developments in corporate communication towards excellence, to contribute to the knowledge of communication that increases the efficiency of the organization.

Objectives of Research

1. To study the level of importance, effectiveness of the development of innovation in corporate communications towards excellence
2. To study the causal factors of the management strategy of the enterprise, participation in the organization, Work Motivation for work, The work environment and effectiveness of the development of innovation in corporate communications
3. To approach the effectiveness of the development of innovation in corporate communication towards excellence

RESEARCH METHODOLOGY

This research is a combination of quantitative research and qualitative research.

Quantitative research: The sample is of company employees with 100 or more employees located in Bangkok. 340 people were sampled using stratified random sampling.

The tool is a 5-level estimation questionnaire of 85 items, by finding the IOC value, the total IOC value is .98 and the entire sentiment was .983. Analyze data using descriptive statistics and structural equation model analysis.

Qualitative Research: The key contributors are: 1) Executives, government officials focused on improving communications for the people, 5 people 2) Executive, private sector officers who have previously received the excellence in management award, 5 people and 3) Chairman or director, business management association of Thailand, 5 people, and totaling 15 people. The tool is a semi-structured interview form, 6 open-ended questions. The IOC value of the question is between 0.80-1.00 by analyzing the content

CONCLUSIONS

The organization's approach to innovative communications towards excellence summarizes the findings based on the research objectives as follows:

Research objective No. 1 studies the level of importance, effectiveness of the development of innovation in corporate communications, towards excellence.

Table 1: Importance levels of factors

Latent variable sum (TOT)	Amount	Mean	S. D.	Priority level	Order
Management strategy of the organization	340	4.04	0.45	high	1
Participation in the organization	340	3.95	0.48	high	3
Work Motivation	340	3.96	0.48	high	2
Work environment	340	3.83	0.56	high	4
Effectiveness of the development of communication innovations	340	3.76	0.46	high	5

Comparative analysis and sequencing of every latent variable.

Table 1 can be sorted as follows: Management strategy of the organization. It has an average of 4.04 for 1st place. Second, work Motivation had the same average of 3.96. The third is Participation in the organization. The fourth is work environment with an average of 3.83, and the fifth is the effectiveness of developing innovation in communications with an average of 3.76.

Objective of Research No. 2: Study the causal factors of the management strategy of the organization, organizational participation, work motivation, work environment and effectiveness of the development of communication innovations

Correlations and influences from the analysis of the data were shown together to determine the harmonization of the model with empirical data after the final model adjustment was affected in Figure 1.

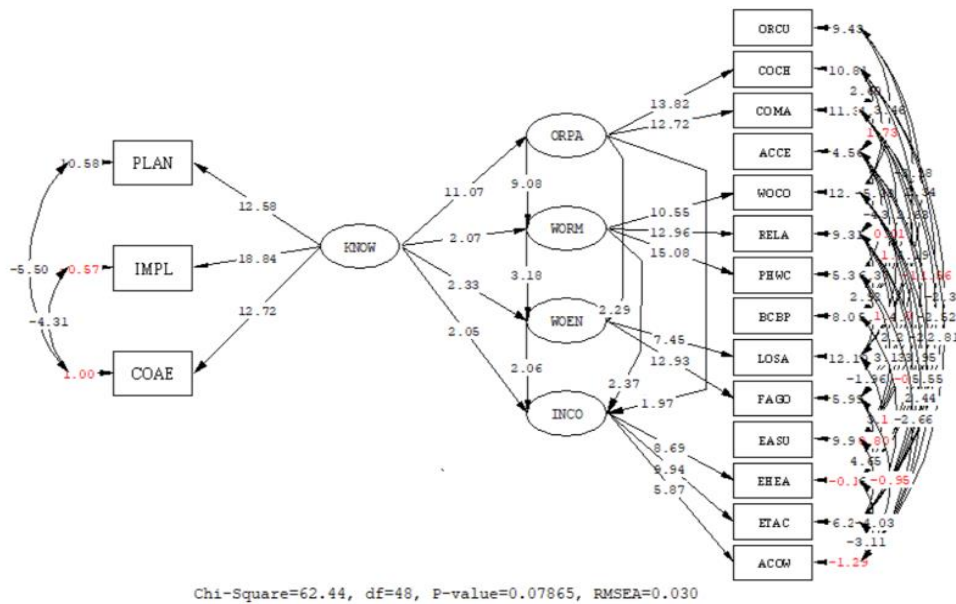


Figure 1: Model with empirical data

Show the results of the hypothesis test according to Table 2.

Table 2: Aggregate correlation analysis results, direct correlation and in direct correlation of alternative models

Dependent variables	Relationship	Independent variables				
		KNOW	ORPA	WORM	WOEN	INCO
ORPA	DE	0.72**	N/A	N/A	N/A	N/A
	IE	N/A	N/A	N/A	N/A	N/A
	TE	0.72**	N/A	N/A	N/A	N/A
WORM	DE	0.13*	0.91**	N/A	N/A	N/A
	IE	0.66**	N/A	N/A	N/A	N/A
	TE	0.79**	0.91**	N/A	N/A	N/A
WOEN	DE	0.17*	0.34*	0.36**	N/A	N/A
	IE	0.44**	0.33**	N/A	N/A	N/A
	TE	0.61**	0.67**	0.36**	N/A	N/A
INCO	DE	0.16*	0.12*	0.24*	0.18*	N/A
	IE	0.25**	0.34**	0.07	N/A	N/A
	TE	0.41**	0.46**	0.31**	0.18*	N/A

Note: The statistical value r is between ± 0.81 and ±1.00, meaning there is a highest of correlation, r is between ± 0.61 and ±0.80, meaning there is a high level of correlation, r is between ± 0.41 and ±0.60, meaning there is a moderate correlation, r is between ± 0.21 and ±0.40, meaning there is a low level of correlation and r is between ± 0.00 and ±0.20, meaning there is a lowest level of correlation.

* Means Statistical significance at the level of 0.05 ([t] >1.96)

** Means Statistical significance at the level of 0.01 ([t] >2.56)

From Table 2, the relationship path can be described as management strategy of the organization (KNOW) has a direct correlation with organizational participation (ORPA) as much as 0.72. Followed by work motivation (WORM), effectiveness of communication innovation (INCO) and work environment (WOEN) is equal to 0.17, 0.16, and 0.13, respectively. This indirectly affects work motivation (WORM), work environment (WOEN) and effectiveness of communication innovation (INCO) of 0.66, 0.44 and 0.25, respectively.

Organizational Participation (ORPA) is directly correlated with work motivation (WORM) as much as 0.91. This was followed by the corresponding results of Work environment (WOEN) and effectiveness of communication innovation (INCO) of 0.34 and 0.12, respectively. And indirectly affects the effectiveness of communication Innovation (INCO) and work environment (WOEN) equal to 0.34 and 0.33, respectively.

Work Motivation (WORM) is directly related to the work environment (WOEN) as much as 0.36. This is followed by a direct effect on the effectiveness of communication innovation (INCO) of 0.24, but not indirectly affecting the effectiveness of communication innovation (INCO) of 0.07.

It found that work environment (WOEN) was directly correlated with the Effectiveness of communication innovation (INCO) of 0.18.

Table 3: Hypothetical test results

Research hypothesis	Path coefficient	t statistics	Result
Hypothesis 1: Management strategy of the organization, organizational participation, work motivation and work environment affect the effectiveness of communication innovation			
1.1 Management strategy of the organizations directly affects Effectiveness of communication innovation (KNOW --> INCO)	0.16*	2.05	support
1.2 Organizational Participation directly affects Effectiveness of communication innovation (ORPA --> INCO)	0.12*	1.97	support
1.3 Work Motivation directly affects Effectiveness of communication innovation (WORM --> INCO)	0.24*	2.37	support
1.4 Work environment directly affects Effectiveness of communication innovation (WOEN --> INCO)	0.18*	2.06	support
Hypothesis 2: Management strategy of the organization, Organizational Participation and Work Motivation affect Work environment			
2.1 Management strategy of the organization directly affects Work environment (KNOW --> WOEN)	0.17*	2.33	support
2.2 Organizational Participation directly affects Work environment (ORPA --> WOEN)	0.34*	2.29	support
2.3 Work Motivation directly affects Work environment (WORM --> WOEN)	0.36**	3.18	support
Hypothesis 3: Management strategy of the organization, Organizational Participation and Work Motivation			
3.1 Management strategy of the organization directly affects Work Motivation (KNOW --> WORM)	0.13*	2.07	support
3.2 Organizational Participation directly affects Work Motivation (ORPA --> WORM)	0.91**	9.08	support
Hypothesis 4: Management strategy of the organization affects Participation in the organization			
4.1 Management strategy of the organization directly affects Work Motivation (KNOW --> ORPA)	0.72**	11.07	support

Note: ** Means p value ≤ 0.01

* Means p value ≤ 0.05

From Table 4.43, the results of the hypothesis test can be summarized as follows:

Hypothesis 1: Management strategy of the organization Organizational Participation Work Motivation and work environment affect the effectiveness of communication innovation. It was found that the management strategy of the organization directly affected the effectiveness of communication innovation. The path coefficient is 0.16, the t statistics value is 2.05, which supports the hypothesis, statistically significant at the level of 0.05. This can be interpreted as the variables studied in the same direction, that is, as the management strategy of the organization increases. This has resulted in greater effectiveness of communication innovation.

Organizational Participation directly affects the effectiveness of communication innovation. It has a path coefficient of 0.12. The t statistics value is 1.97. This supports the hypothesis, statistically significant at the level of 0.05. This can be interpreted as correlating in the same direction, that is, when participation in the organization. Increase, this has resulted in greater effectiveness of communication innovation.

Work Motivation directly affects the Effectiveness of communication innovation. It has a path coefficient of 0.24. The t statistics value is 2.37. This supports the hypothesis, statistically significant at the level of 0.05. This can be interpreted as correlating the variables studied in the same direction, that is, as Work Motivation increases. This has resulted in greater effectiveness of communication innovation.

Work environment directly affects the effectiveness of communication innovation. It has a path coefficient of 0.18. The t statistics value is 2.06. This supports the hypothesis, statistically significant at the level of 0.05. This can be interpreted as correlating the variables studied in the same direction, that is, when work environment. Increase this has resulted in greater effectiveness of communication innovation.

Hypothesis 2: Management strategy of the organization Organizational Participation and Work Motivation affect the work environment. Based on the results of the hypothesis test, the management strategy of the organization directly affects the work environment with a path coefficient of 0.17, t statistics are 2.33. This supports the hypothesis, statistically significant at the level of 0.05, which can be interpreted as correlating variables in the same direction, that is, as the management strategy of the organization increases. This has resulted in a greater work environment as well. Organizational Participation directly affects the Work environment. The path coefficient is 0.34, the t statistics are 2.29. This supports the hypothesis, statistically significant at the level of 0.05. This can be interpreted as correlating in the same direction, that is, when participation in the organization. Increase, this has resulted in a greater work environment as well.

Work Motivation directly affects the work environment, with a path coefficient of 0.36, t statistics of 3.18. This supports the hypothesis, statistically significant at the level of 0.01. This can be interpreted as correlating the variables studied in the same direction, that is, as Work Motivation increases. This has resulted in a greater work environment as well.

Hypothesis 3: Management strategy of the organization and Organizational Participation affect Work Motivation. Based on the results of the hypothesis test, the management strategy of the organization directly affects Work Motivation. The path coefficient is 0.13, the t statistics value is 2.07, which supports the hypothesis. Statistically significant at the level of 0.05, which can be interpreted as the variables studied correlating in the same direction, that is, as the management strategy of the organization increases. This results in greater Work Motivation as well.

Organizational Participation directly affects Work Motivation. It has a path coefficient of 0.91, the t statistics value is 9.08. This supports the statistically significant hypothesis at the level of 0.01, which can be interpreted as correlating the variables studied in the same direction, i.e., when participation in the organization. Increase this results in greater Work Motivation as well.

Hypothesis 4: Management strategy of the organization affect participation in the organization. Based on the results of the hypothesis test, the management strategy of the organization directly affects participation in the organization. The path coefficient is 0.72, the t statistics are 11.07, which supports the statistically significant hypothesis of 0.01. This can be interpreted as the variables studied in the same direction, that is, as the management strategy of the organization increases. This has resulted in greater participation in the organization.

Objectives of Research No. 3: To achieve an effective approach to the development of innovation in corporate communications towards excellence. It was found that the effecting approach of developing innovation in corporate communications aims at excellence. It should be a polite wording communication, Easy to understand, short, concise, focus on key content and messages so that employees are interested and easy to understand. By adopting technological communication innovations in organizations such as digital technology, etc. Increase communication channels to make it easier to reach the executive level. This is to create familiarity and awareness of employees' problems. Information must also be checked before communicating. Training is provided to employees to understand and aim towards the goals of the organization.

DISCUSSION

The Management strategy of the organization is an operational decision to ensure that the organization is successful in its long-term operations. Systematic management requires a leader's vision and requires step-by-step planning. It has been decided and evaluated as appropriate for the organization and can be put into practice and bring success to the organization. This is in line with Rothaermel (2020), who says that strategic management is both the science and the art of defining strategy, therefore, compliance with the strategy and the evaluation of the strategy to achieve the objectives of the management organization through a systematic approach are important. This is due to the assurance that the operation can continue in accordance with the procedures laid down by the system to achieve the goal. By taking time, Budget and personnel in the most efficient and cost-effective way possible. The management strategy of the organization consists of 1) Planning refers to the assignment of a mission, Objectives and goals of the organization So that the organization can carry out its mission and

achieve the objectives set in accordance with the goals set and the efficiency with which those goals can be achieved. This is consistent with Trigeorgis, & Reuer (2017) describes the strategic planning as creating an administrative process that harmonizes resources and the organization's ability to suit long-term market opportunities. Alternatively, it refers to the organization's long-term planning based on the analysis of the strengths and weaknesses of the business from the assessment of the internal environment, this is coupled with the pursuit of opportunities and finding obstacles from the assessment of the external environment, in which strategic planning must take into account the competition of the organization with other organizations.

Organizational Participation: An individual or group of people participates in the activity. Whether directly or indirectly. In the manner of co-acknowledging, co-thinking, co-doing, Co-decide, follow-up. In addition, participating will help participants to have a sense of self-worth and dignity. It also encourages all parties to realize their duties and responsibilities. Correspondence with Ramirez (2020) says that engagement is the social interaction of people. Within an organization under the mental affiliation with a person or group of persons who are involved in the activities of the organization at various levels in order to benefit the activities that cooperate with the operation. The person's participation process is either directly or indirectly in a cooperative manner, Coordination and responsibility in the operational process to achieve the organization's objectives. By brainstorming ideas, Comments, Decide, Plan actions, monitor, evaluate. This must be carried out as a responsible process with equal operational benefits. Organizational participation consists of 1) organizational culture (ORCU) refers to the organization's vision, goals and strategy, and acquire the uniqueness of the corporate culture. Which would later create a team, Atmosphere, Democratic functioning. In line with Guest (2017), it was found that an important factor that promotes personal engagement is the factor in the work culture of each organization. Vision is defined, the goals and strategies of the organization, whose participation should be attributed to personnel, share values, it creates traditions in the organization and acquires the uniqueness of the corporate culture. Which would later create a team, Atmosphere, Work, Democracy can express common opinions, be accepted, honored, praised, have a good human relation of individuals in the organization, Make people happy.

Work Motivation: High job satisfaction in the organization leads to efficient performance. Based on this concept, management is focused on improving operational efficiency by providing various elements of the incentive unit. In line with Semuel, Siagian & Octavia (2017), the theory of motivation at work can be divided into two categories: content theories and process theories. The content theory group covers demand hierarchy theory, theory of intrinsic motivation, the theory of extrinsic motivation and the theory of two factors, The Process Theory Group covers targeting theory, Expectation theory and fairness theory, as well as offering guidelines for developing motivation to work. Work Motivation consists of 1) Acceptance refers to recognition by praising oneself as an important person in the organization, compliments or recognition of abilities, appreciating one's own work, Progressives are given the opportunity to increase their knowledge, they are honored, the opportunity to become famous.

Work environment: What surrounds the employee while performing the task, are various environments related to the workplace such as light, color, Sound, Temperature, Air, dust, these things affect the employee. In some organizations, the workplace environment may include work practices. Duration of work each day, physical environment, social or cultural. This is consistent with James & Jones (1974) who says that work environment refers to what surrounds an employee while performing work, It consists of 1) The building is characterized by the premises refers to the workplace environment of an employee that is designed appropriately for work, Sufficient lighting, equipped with equipment suitable for the performance characteristics and equipment, Adequate tools, utensils to perform the task. In line with Mendis (2016), physical imagery is the design of the workplace as one of the key factors in the performance of employees in any organization. Designing a place where employees are needed is very important, studies have found that workplace design significantly correlates with employee performance. The findings from the study indicate that there is a strong positive correlation between workplace design and employee performance. In line with Al-Omari & Okasheh (2017) studied the influence of work on the performance environment. Engineering firms have found that factors such as noise, Noise, Ventilation and lighting are important work environments that have a negative impact on the performance of engineering company employees.

Effectiveness of communication innovation means thinking, Practices or items that a person has reinvented that are different from what they have been before. Some innovations may be something that has happened or has been around for a long time in society, but if it has just been adopted or implemented in another place or society, it is considered an innovation. In line with Allen-Robertson (2013), it refers to an idea, action, or thing which is seen as new, whether the idea is new at first sight or not, but depends on whether a person perceives it as new or not, with the person's own opinion being a deciding machine. A person's response to that, if one sees something as something new to him, then that thing will be innovative in matters of innovation, not necessarily a person's new knowledge. A person may have been knowledgeable about that for some time but has not yet developed an attitude that likes or rejects the newness of innovation, so it may be a newness in terms of knowledge, attitudes, or about decisions to use the innovation. Therefore, clarity is the most important aspect of innovation in explaining the effectiveness of communication innovation development 2) Employees have easy access to communication innovations mean that employees have access to communication, have comfort and satisfaction, Easy to understand for the average person, Accessibility Comfortable to use to suit everyday life. In line with Colin & Ylva (2020), communication innovation is a technological opportunity that must be created to meet market demand. The needs of users who have a new product need and are ready to buy or use it, resulting in economic or social benefits to the owner of the innovation. This has resulted in the company's success and economic benefits. The development of communication innovations should be able to meet the needs of customers or consumers. And create a competitive advantage as well. It is also an innovation that has a significant driving force for progress in various areas of society. Political economy, Environment and well-being of the population.

SUGGESTION

Based on the findings found. The researcher suggested applying the findings, as follows:

1. Policy Recommendations

- a) Organizations should encourage the development of communication innovation organizations towards excellence.
- b) Those involved in the development of communication innovation organizations should provide support for communication innovation towards excellence.

2. Management Recommendations

- a) The organization should adopt an organizational management strategy that consists of: planning, Operations and control and evaluation to be applied in operations.
- b) The organization should develop Organizational Participation in matters of custom in the organization, Cooperative nature and decision-making for effectiveness, further development of communication innovations.

3. Suggestions for Doing the Next Research

- a) Evaluation of communication innovation towards excellence within the organization.
- b) Analysis of the effectiveness of the development of the enterprise in other areas.
- c) Organizational development model towards excellence.

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