

## Expressway Authority of Thailand Management to the Perspective of Executives and Employees towards

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### Abstract

In order to make the Expressway Authority of Thailand (EXAT) successful in managing the organization with excellence, it is essential to create an understanding of management strategies and practices. To prepare to deal with the changing situation that will happen in a timely manner and respond to consumer needs. This research aims to 1) study the level of strategic management plans. Personnel management network expansion Asset utilization creates sustainability and organizational management towards excellence. 2) Study the influence of strategic management plans. Personnel management network expansion Asset utilization, creating sustainability, and organization management towards excellence and 3) Study the administration of the Expressway Authority of Thailand from the perspective of executives and employees. This research is a combination of quantitative and qualitative research. Quantitative research has a sample group: employees and employees of the Expressway Authority of Thailand, 360 samples. The sample size was determined using the criterion of 20 times the observed variable, random sampling, and stratified sampling. Use questionnaires to collect data. Analyze data using a model. Structural equation For qualitative research Data were collected using in-depth interviews. Consisting of involved people such as the Governor, Deputy Governor, experts, and the Office of the Governor, a total of 15 people, and the data was analyzed using content analysis. The results of the research found that 1) strategic management plan Personnel management network expansion Asset utilization, creating sustainability, and organizational management towards excellence There are many opinions. 2) Strategic management plan Personnel management network expansion Asset utilization and creating sustainability have a total influence on managing the organization towards excellence, respectively, and 3) Management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. It has the appearance of an illustrated chart. Management strategic plan The one with the most total influence is the driving force at the bottom. Personnel management and network expansion are in the middle of asset utilization and creating sustainability. Also at the upper level. In addition, organizational management towards excellence includes stable operating results. The service is quality. Learning organization The research results are useful in bringing to the Expressway Authority of Thailand to formulate policies to develop the administration of the Expressway Authority of Thailand towards excellence more efficiently.

**Keyword:** Management of the Expressway Authority of Thailand/ from the perspective of executives/ employees/ excellence

### Introduction

The Expressway Authority of Thailand (EXAT) is a state enterprise established according to the announcement of the Board. Revolution No. 290, dated November 27, 1972, from the civil service reform, there was a transfer of the Expressway Authority of Thailand from the Ministry of Interior to the Ministry of Transport. Since October 3, 2002, managing or controlling businesses related to mass transit systems as well as carrying out various tasks related to the expressway To facilitate and speed

up traffic and special transportation. Helps eliminate problems and obstacles regarding transportation routes. Especially in Bangkok (Expressway Authority of Thailand, 2011).

Being an organization of excellence, or a high-performance organization (HPO), is important to business operations. This is because the organization is able to carry out its mission and achieve its objectives with efficiency and effectiveness. Therefore, in order to raise the level of management and increase the competitive efficiency of the country (Pensri Leesuwana, 2016), Therefore, managing an organization to have high performance under the evaluation system requires efficient personnel. Personnel factors are therefore important to the business. To create continuous service potential But to make personnel efficient and effective in performing their jobs, there must be continuous care, development, and retention of personnel. And there is compensation for personnel in the organization to have confidence that they will be able to work stably. with adequate compensation and benefits There is clear progress in career. The organization therefore has an important duty to create employees with good feelings and commitment. Satisfied until it eventually developed into loyalty and commitment to the organization. Commitment to the organization is an important characteristic for every organization. It will bring many benefits in many ways and affect the consistency of employees' work performance. Reduction of absenteeism or turnover statistics Work performance improved, including other behaviors that will help promote work performance. For example, working hard outside of your assigned role. Expressed in the form of creativity so that the organization can compete with its competitors and survive, etc. (Supit Prasopsin, 2017)

From surveys and interviews of employees and employees performing duties at the Expressway Authority of Thailand, it was found that the performance of employees and employees often encounters obstacles. Both from the practitioners themselves and from their co-workers. Each person's problem may be different. such as problems in management Incorrect prioritization of tasks Lack of communication skills or inefficient use of technology These various problems may be the cause of delays in operations, causing the mission to not achieve its goals as set. And if neglected and left unaddressed, it may have even more negative effects on the workers themselves and the organization. From the aforementioned obstacles and problems If it has been used to improve, develop, or increase the skills of personnel to become proficient Work is managed appropriately. It will result in efficient operations, resulting in results that meet the goals and needs of the organization even more. Therefore, the researcher has determined the title of this research to be Management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. The study variables were defined as strategic management plans. Personnel management network expansion Asset utilization creates sustainability and organizational management towards excellence.

### **Research objectives**

1. To study the level of strategic management plans Personnel management network expansion Asset utilization, creating sustainability, and organizational management towards excellence
2. To study the influence of strategic management plans Personnel management, network expansion, asset utilization, creating sustainability, and organizational management towards excellence
3. To study the administration of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence.

### **Research Methodology**

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

Quantitative research The sample group is Employees and employees performing duties at the Expressway Authority of Thailand Sampling using the probability principle. (probability) stratified random sampling, number of 360 people.

The tool is a 5-level estimation questionnaire with 95 questions. The quality of the tool was checked by finding the IOC value. It was found that the entire IOC value was equal to.95 and the confidence value for the entire version was equal to.954. Data analysis By using descriptive statistics. and analyze structural equation models.

Qualitative research The key information provider group is interviews with employees who manage the work, including the Governor, Deputy Governor, experts, and the Office of the Governor. Expressway Authority of Thailand Key informants in in-depth interviews Consisting of 15 key informants, the instrument was a semi-structured interview form. There were 6 open-ended questions. The IOC values of the questions were between 0.80 and 1.00. Data analysis By content analysis.

### **Findings**

Research on Management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence The results of the research according to the research objectives can be summarized as follows:.

Research objective number 1 is to study the level of strategic management plans. Personnel management network expansion asset utilization creating sustainability and organizational management towards excellence.

Table 1: Level of importance of factors

Total of latent variables (TOT)	Quantity	Mean	St. Dev.	Priority level	Number
Management strategic plan	360	4.19	0.66	A lot	1
Personnel management	360	4.11	0.79	A lot	2
Network expansion	360	3.90	0.75	A lot	6
Asset Utilization	360	4.03	0.75	A lot	5
Creating sustainability	360	4.07	0.82	A lot	3
Organizational management towards excellence	360	4.07	0.85	A lot	4

Comparative analysis and ranking of all latent variables.

From Table 1, they can be sorted as follows: Management strategic plan has the highest average score Overall it is at a high level. ( $\bar{X} = 4.19$ , S.D. = 0.66) Second is personnel management. There is an overall average score in ( $\bar{X} = 4.11$ , S.D. = 0.79), creating sustainability The overall average score is at a high level. ( $\bar{X} = 4.07$ , S.D. = 0.82), Organizational management towards excellence The overall average score is at a high level. ( $\bar{X} = 4.07$ , S.D. = 0.85), Asset Utilization The overall average score is at a high level. ( $\bar{X} = 4.03$ , S.D. = 0.75) and network expansion has an overall average score at a high level ( $\bar{X} = 3.90$ , S.D. = 0.75) respectively

Research objective number 2 is to study the influence of strategic management plans. Personnel management network expansion Asset utilization, creating sustainability, and organizational management towards excellence

Showing the relationship and influence from the joint data analysis to check the consistency of the model with the empirical data after the final model adjustment has the results as shown in Figure 1.

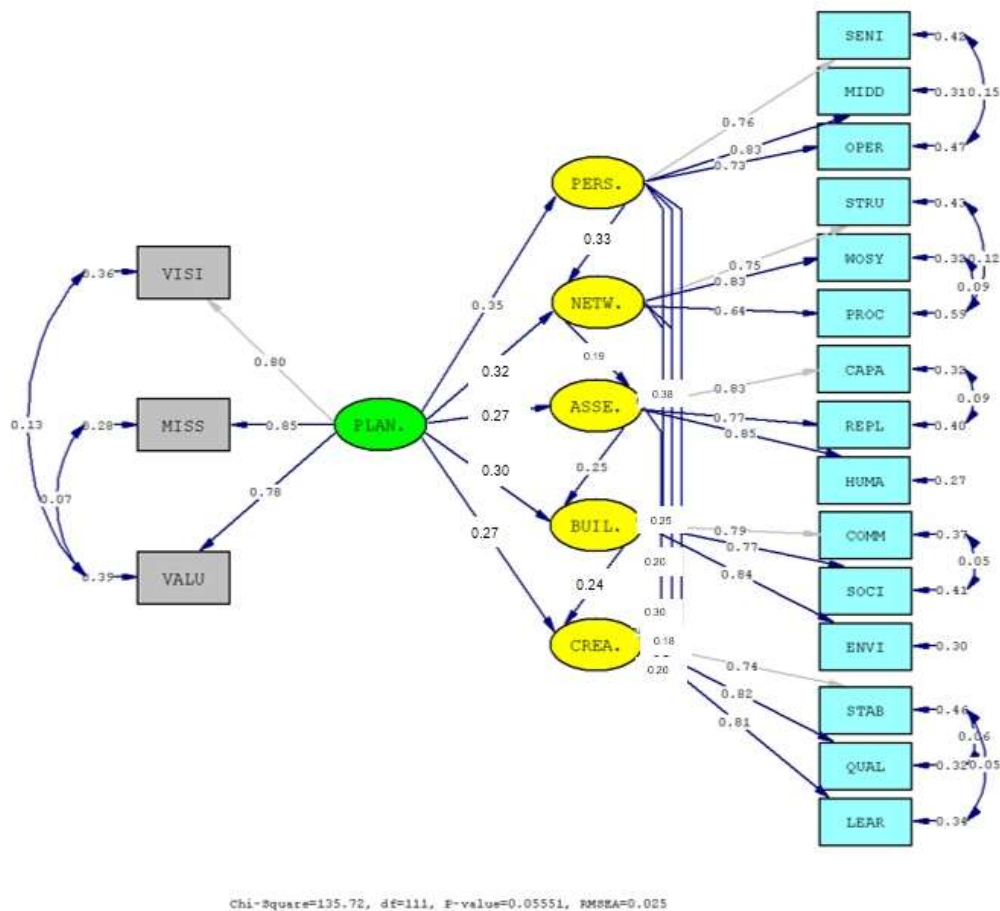


Figure 1:  
Model  
with  
empirical  
data  
The results  
of the  
hypothesis  
testing are  
shown in  
Table 2.

Table 2:  
Results of  
total

relationship analysis: direct relationships and indirect relationships of alternative models.

Dependent variable	Sense Relationships	Independent variable					
		PLAN	PERS	NETW	ASSE	BUIL	CREA
PERS	DE	0.35* *	N/A	N/A	N/A	N/A	N/A
	IE	N/A	N/A	N/A	N/A	N/A	N/A
	TE	0.35* *	N/A	N/A	N/A	N/A	N/A
NETW	DE	0.32* *	0.33**	N/A	N/A	N/A	N/A
	IE	0.12* *	N/A	N/A	N/A	N/A	N/A
	TE	0.44* *	0.33**	N/A	N/A	N/A	N/A
ASSE	DE	0.27* *	0.38**	0.19**	N/A	N/A	N/A
	IE	0.21* *	0.06**	N/A	N/A	N/A	N/A
	TE	0.48* *	0.44**	0.19**	N/A	N/A	N/A

BUIL	DE	0.30* *	0.25**	0.20**	0.25**	N/A	N/A
	IE	0.30* *	0.18**	0.05**	N/A	N/A	N/A
	TE	0.60* *	0.43**	0.25**	0.25**	N/A	N/A
CREA	DE	0.27* *	0.30**	0.18**	0.20**	0.24* *	N/A
	IE	0.43* *	0.25**	0.10**	0.06**	N/A	N/A
	TE	0.70* *	0.55**	0.28**	0.26**	0.24* *	N/A
Chi-square ( $\chi^2$ )=135.72 df=111, p=0.050, $\chi^2$ /df=1.23, CFI=1.00, GFI=0.96, AGFI=0.94, RMSEA=0.025, RMR=0.020, SRMR=0.027, CN=391.30							

\* means statistical significance at the 0.05 level ([t] >1.96)

\*\* means statistical significance at the 0.01 level ([t] >2.56)

From Table 2, the relationship path can be described as Strategic management plan (PLAN) has the most direct influence on personnel management (PERS), equal to 0.35, followed by network expansion (NETW), building sustainability (BUIL), and asset utilization (ASSE). and Organizational Management towards Excellence (CREA) with statistical significance at the 0.01 level, with coefficients equal to 0.32, 0.30, 0.27, and 0.27, which are positive influences. It can be said that when the strategic management plan (PLAN) increases, it will increase Personnel Management (PERS), Network expansion (NETW), asset utilization (ASSE), sustainability (BUIL), and organizational management towards excellence. (CREA). Meanwhile If the strategic management plan (PLAN) is reduced, it will cause personnel management (PERS), network expansion (NETW), asset utilization (ASSE), creating sustainability (BUIL), and organizational management towards excellence (CREA) to decrease as well. In addition, it was found that strategic management plan (PLAN) also has an indirect influence on network expansion (NETW), asset utilization (ASSE), building sustainability (BUIL), and organizational management towards excellence (CREA), with indirect coefficients equal to 0.12, 0.21, 0.30, and 0.43, respectively.

Personnel management (PERS) has the most direct influence on asset utilization (ASSE), equal to 0.38, followed by network expansion (NETW), organization management towards excellence (CREA), and sustainability creation (BUIL), which is statistically significant at the 0.01 level. The coefficients are equal to 0.33, 0.30, and 0.25, which is a positive influence. It can be said that when personnel management (PERS) increases, it will cause network expansion (NETW), asset utilization (ASSE), and sustainability (BUIL). And organizational management towards excellence (crea) increased, while if personnel management (pers) is reduced, it will affect network expansion (netw), asset utilization (asse), and building sustainability (buil). And organizational management towards excellence (crea) decreased as well. In addition, it was found that personnel management (pers) also has an indirect influence on asset utilization (asse), building sustainability (buil), and organizational management towards excellence (crea). The indirect coefficients are 0.06, 0.18, and 0.25, which are positive influences, respectively.

Network expansion (NETW) has the most direct influence on creating sustainability (BUIL), equal to 0.20, followed by asset utilization (ASSE) and organizational management towards excellence (CREA), which are significantly statistical at the 0.01 level. The coefficients are equal to 0.19 and 0.18, which is a positive influence. It can be said that when network expansion (NETW) increases, it will lead to asset utilization (ASSE), sustainability creation (BUIL), and organizational management towards excellence. (CREA) increased Meanwhile If network expansion (NETW) is reduced, it will cause asset utilization (ASSE), sustainability creation (BUIL), and organization management towards excellence (CREA) to decrease as well. In addition, it was found that network expansion (NETW) also has an indirect influence on creating sustainability (BUIL). And organizational management towards excellence (crea), with indirect coefficients equal to 0.05 and 0.10, which are positive influences, respectively.

Asset utilization (ASSE) has the most direct influence on creating sustainability (BUIL), equal to 0.25, followed by organizational management towards excellence (CREA), with statistical significance at the 0.01 level, with a coefficient. equal to 0.25, which is a positive influence. It can be said that when the utilization of assets (ASSE) increases, it will create sustainability (BUIL) and organizational management towards excellence (CREA) increase at the same time. If asset utilization (ASSE) decreases, it will cause the creation of sustainability (BUIL) and organizational management

towards excellence (CREA) to decrease as well. In addition, it was found that the use of assets (ASSE) also has an indirect influence on organizational management towards excellence (CREA), with an indirect coefficient equal to 0.06, which is a positive influence, respectively.

Creating sustainability (BUIL) has a direct influence on organizational management towards excellence (CREA) with statistical significance at the 0.01 level. With a coefficient equal to 0.24, which is a positive influence. It can be said that when creating sustainability (BUIL) increases, it will increase organizational management towards excellence (CREA) at the same time. If building sustainability (BUIL) decreases, it will cause organizational management towards excellence (CREA) to decrease as well.

Table 3: Hypothesis testing results

Research hypothesis	Path coefficient	t statistics	Result
Assumption 1: Organizational management towards excellence Depends on the strategic management plan. Personnel management network expansion Asset utilization and creating sustainability			
1.1 Management strategic plan directly affecting Organizational management towards excellence (PLAN --> CREA)	0.23**	8.70	Support
1.2 Personnel management Directly affecting organizational management towards excellence (PERS --> CREA)	0.30**	6.45	Support
1.3 Network expansion Directly affecting organizational management towards excellence (NETW --> CREA)	0.18**	3.88	Support
1.4 Asset Utilization directly affecting Organizational Management towards Excellence (ASSE --> CREA)	0.20**	4.19	Support
1.5 Creating sustainability has a direct impact on Organizational management towards excellence (BUIL --> CREA)	0.24**	3.64	Support

Table 3 (continued)

Research hypothesis	Path coefficient	t statistics	Result
Assumption 2: Creating sustainability depends on the strategic management plan. Personnel management network expansion and utilization of assets			
2.1 Management strategic plan Directly affecting the creation of sustainability (PLAN --> BUIL)	0.30**	7.26	Support
2.2 Personnel management Directly affecting the creation of sustainability (PERS --> BUIL)	0.25**	5.01	Support
2.3 network expansion Directly affecting the creation of sustainability (NETW --> BUIL)	0.20**	3.18	Support
2.4 Utilization of assets has a direct impact. Towards creating sustainability (ASSE --> BUIL)	0.25**	3.70	Support
Assumption 3: Asset utilization depends on the strategic management plan. Personnel management and network expansion			
3.1 Management strategic plan directly affecting Asset utilization (PLAN --> ASSE)	0.27**	6.04	Support
3.2 Personnel management Directly affecting asset utilization (PERS --> ASSE)	0.38**	5.15	Support
3.3 Network expansion has a direct impact on Asset utilization (NETW --> ASSE)	0.19**	2.48	Support

Table 3 (continued)

Research hypothesis	Path coefficient	t statistics	Result
Assumption 4: Network expansion depends on the strategic management plan. and personnel management			
4.1 Management strategic plan Directly affecting network expansion (PLAN --> NETW)	0.32**	5.63	Support
4.2 Personnel management Directly affecting network expansion (PERS --> NETW)	0.33**	4.11	Support
Assumption 5 Personnel Management Depends on the strategic management plan			
5.1 Management strategic plan Directly affects personnel management (PLAN --> PERS)	0.35**	5.23	Support

Note: \*\* means p value 0.01

\* means p value  $\leq 0.05$

From Table 3, the results of the hypothesis testing can be summarized as follows: Hypothesis 1: Strategic management plans (PLAN), personnel management (PERS), network expansion (NETW), asset utilization (ASSE), and sustainability (BUIL) affect organizational management towards excellence (CREA). from the hypothesis test results It was found that the strategic management plan (PLAN) has a direct impact on organizational management towards excellence (CREA) with a path coefficient of 0.23 and a t statistics value of 8.70, which supports the hypothesis.

Statistically significant at the 0.01 level. It can be interpreted that the variables studied are related in the same direction, that is, when the strategic management plan (PLAN) increases, it results in an increase in organizational management towards excellence (CREA).

Personnel management (PERS) directly affects organizational management towards excellence (CREA), with a path coefficient equal to 0.30 and a t statistic value equal to 6.45, which supports the hypothesis. Statistically significant at the 0.01 level. It can be interpreted that the variables studied are related in the same direction, that is, when personnel management (PERS) increases, it results in an increase in organizational management towards excellence (CREA).

Network expansion (NETW) directly affects organizational management towards excellence (CREA), with a path coefficient equal to 0.18 and a t statistic value equal to 3.88, which supports the hypothesis. It is statistically significant at the 0.01 level, which can be interpreted as indicating that the variables studied are related in the same direction, that is, when network expansion (NETW) increases, resulting in greater organizational management towards excellence (CREA). Too

Asset utilization (ASSE) directly affects organizational management towards excellence (CREA) with a path coefficient equal to 0.20, t statistics value equal to 4.19 which supports the hypothesis It is statistically significant at the 0.01 level, which can be interpreted that the variables studied are related in the same direction, that is, when asset utilization (ASSE) increases, resulting in greater organizational management towards excellence (CREA). Too.

Creating sustainability (BUIL) directly affects organizational management towards excellence (CREA), with a path coefficient equal to 0.24 and a t statistic value equal to 3.64. which supports the hypothesis. Statistically significant at the 0.01 level, which can be interpreted that the variables studied are related in the same direction, that is, when creating sustainability (BUIL) increasing As a result, organizational management towards excellence (CREA) will also increase.

**Assumption 2** Strategic management plan (PLAN), personnel management (PERS), network expansion (NETW), and asset utilization (ASSE) affect creating sustainability. (BUIL) From the hypothesis test results, it was found that the management strategic plan (PLAN) has a direct impact on creating sustainability. (BUIL) with a path coefficient equal to 0.30 and a t statistic value equal to 7.26, which supports the hypothesis. Statistically significant at the 0.01 level. It can be interpreted that the variables studied are related in the same direction, that is, when the strategic management plan (PLAN) increases, resulting in the creation of sustainability. (BUIL) more as well.

Personnel management (PERS) has a direct impact on creating sustainability. (BUIL) with a path coefficient equal to 0.25 and a t statistic value equal to 5.01, which supports the hypothesis. It is statistically significant at the 0.01 level, which can be interpreted as indicating that the variables studied are related in the same direction, that is, when personnel management (PERS) increases, resulting in the creation of sustainability. (BUIL) more as well.

Network expansion (NETW) has a direct impact on creating sustainability. (BUIL) with a path coefficient equal to 0.20 and a t statistic value equal to 3.18, which supports the hypothesis. It is statistically significant at the 0.01 level, which can be interpreted as indicating that the variables studied are related in the same direction, that is, when network expansion (NETW) increases, resulting in the creation of sustainability. (BUIL) more as well.

Asset utilization (ASSE) directly affects sustainability. (BUIL) with a path coefficient equal to 0.25 and a t statistic value equal to 3.70, which supports the hypothesis. It is statistically significant at the 0.01 level, which can be interpreted as indicating that the variables studied are related in the same direction, that is, when the utilization of assets (ASSE) increases, resulting in the creation of sustainability. (BUIL) more as well.

**Hypothesis 3:** Strategic management plan (PLAN), personnel management (PERS), and network expansion (NETW) affect asset utilization (ASSE). From the results of the hypothesis testing, it was found that the strategic management plan (PLAN) has an effect on continuing asset utilization (ASSE). The path coefficient is equal to 0.27, and the t statistics value is equal to 6.04, which supports the hypothesis. It is statistically significant at the 0.01 level, which can be interpreted as indicating that the variables studied are related in the same direction, that is, when the strategic management plan (PLAN) increases, it results in increased asset utilization (ASSE).

Personnel management (PERS) directly affects asset utilization (ASSE) with a path coefficient equal to 0.38 and a t statistic value equal to 5.15, which supports the hypothesis. It is statistically significant at the 0.01 level, which can be interpreted as indicating that the variables studied are related in the same direction, that is, when personnel management (PERS) increases, it results in increased asset utilization (ASSE). Network expansion (NETW) has a direct impact on asset utilization (ASSE), with a path coefficient equal to 0.19 and a t statistic value equal to 2.48, which supports the hypothesis. It has statistical significance at the 0.01 level, which can be interpreted as the variables studied being related in the same direction, that is, when network expansion (NETW) increases, it results in increased asset utilization (ASSE).

**Hypothesis 4:** Strategic management plan (PLAN) and personnel management (PERS) affect network expansion (NETW). From the results of hypothesis testing, it is found that strategic management plan (PLAN) affects network expansion (NETW). with a path coefficient of 0.32 The t statistic value is 5.63, which supports the hypothesis. Statistically significant at the 0.01 level, which can

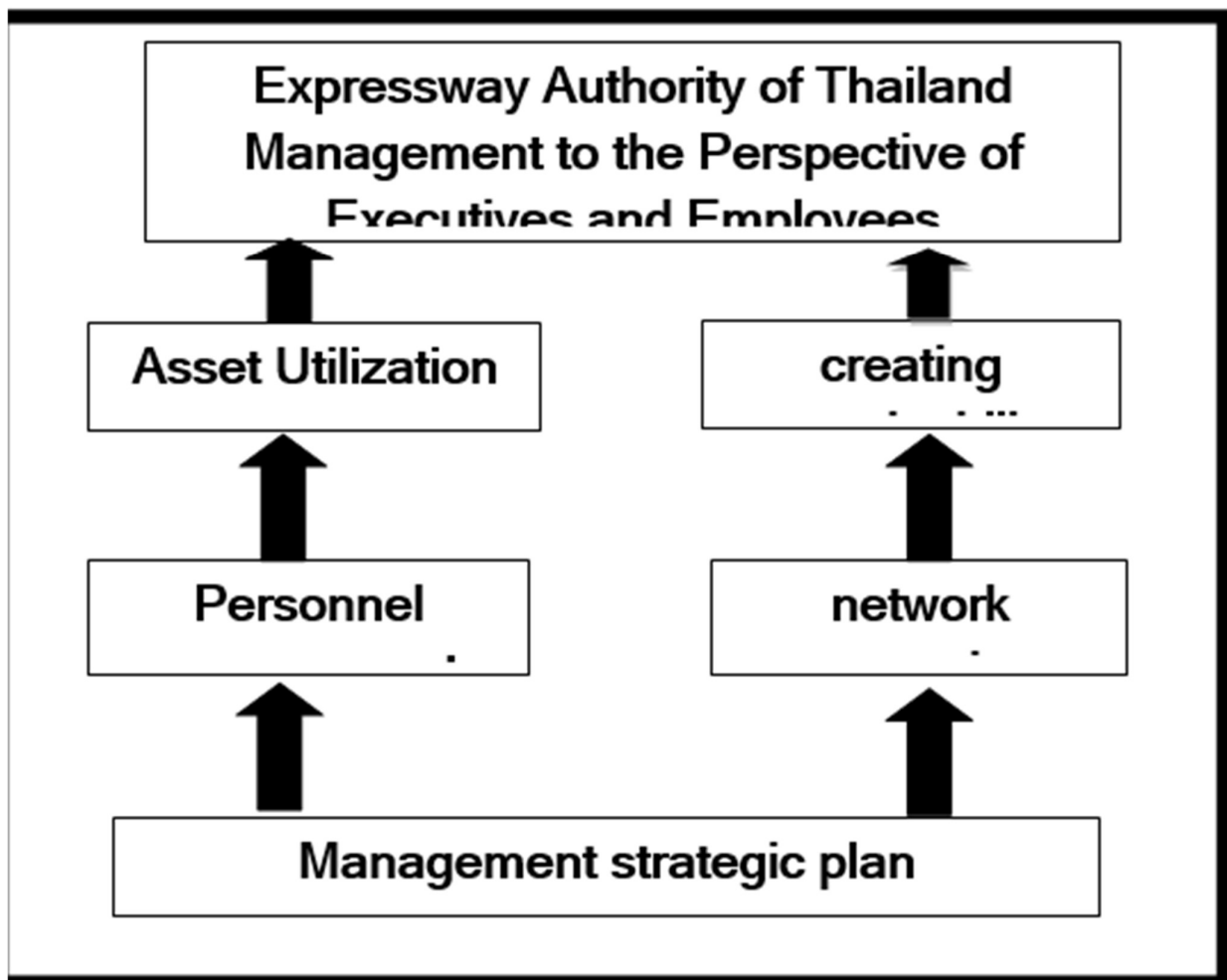


be interpreted as indicating that the variables studied are related in the same direction, that is, when the strategic management plan (PLAN) increases, it results in more network expansion (NETW).

Personnel management (PERS) affects network expansion (NETW) with a path coefficient equal to 0.33 and a t statistics value equal to 4.11, which supports the hypothesis. It is statistically significant at the 0.01 level, which can be interpreted as the variables studied being related in the same direction, that is, when personnel management (PERS) increases, it results in network expansion (NETW) also increasing.

**Hypothesis 5:** Strategic management plan (PLAN) affects personnel management (PERS). From the results of hypothesis testing, it is found that strategic management plan (PLAN) affects personnel management (PERS with path coefficient equal to 0.35, t statistics value equal to 5.23, which supports the hypothesis.) It is statistically significant at the 0.01 level, which can be interpreted as indicating that the variables studied are related in the same direction, that is, when the strategic management plan (PLAN) increases, resulting in personnel management (PERS also increased).

Research objective number 3: Sustainability model of the Thai frozen seafood industry supply chain. It was found that the model of the Expressway Authority of Thailand's management approach according to the perspective of executives and employees towards excellence. It has characteristics as shown in the accompanying chart. Management strategic plan The one with the most total influence is the driving force at the bottom. Personnel management and network expansion are in the middle of asset utilization and creating sustainability at the upper level. In this regard, the determination of the chart image is from direct influence. and indirect influence and the combined influence of all latent variables that influence and affect each other.



## Discuss the results

Government support, training, traceability, green concept It influences the sustainability of the Thai frozen seafood industry supply chain. The details are as follows.

1.1 Strategic management plan (PLAN) has the most direct influence on personnel management (PERS), equal to 0.35, followed by network expansion (NETW), building sustainability (BUIL), asset utilization (ASSE), and management. Organization for Excellence (CREA) is statistically significant at the 0.01 level with coefficients equal to 0.32, 0.30, 0.27, and 0.27, which is a positive influence. It can be said that when the strategic management plan (PLAN) increases, it will cause personnel management (PERS), network expansion (NETW), asset utilization (ASSE), creating sustainability (BUIL), and organizational management towards excellence (CREA) to increase. Meanwhile If the strategic management plan (PLAN) is reduced, it will affect personnel management (PERS). Network expansion (NETW), asset utilization (ASSE), sustainability creation (BUIL), and organizational management towards excellence (CREA) also decreased. In addition, it was found that the strategic management plan (PLAN) also has an indirect influence on network expansion (NETW), asset utilization (ASSE), building sustainability (BUIL), and organizational management towards excellence (CREA), with indirect coefficients equal to 0.12, 0.21, 0.30, and 0.43, respectively.

1.2 Personnel management (PERS) has the most direct influence on asset utilization (ASSE), equal to 0.38, followed by network expansion (NETW), organization management towards excellence (CREA), and sustainability creation (BUIL), which is statistically significant at the 0.01 level with coefficients equal to 0.33, 0.30, and 0.25, which is a positive influence. It can be said that when personnel management (PERS) increases, it will lead to network expansion (NETW), asset utilization (ASSE), sustainability creation (BUIL), and organizational management towards excellence. (CREA) increased Meanwhile If personnel management (PERS) decreases, it will enable network expansion (NETW), asset utilization (ASSE), sustainability (BUIL), and organizational management towards excellence. CREA decreased as well. In addition, it was found that personnel management (PERS) also has an indirect influence on asset utilization (ASSE). Building Sustainability (BUIL) and Organizational Management towards Excellence (CREA) with indirect coefficients equal to 0.06, 0.18, and 0.25, which are positive influences, respectively.

1.3 Network expansion (NETW) has the most direct influence on creating sustainability (BUIL), equal to 0.20, followed by asset utilization (ASSE) and organizational management towards excellence (CREA), which are significantly statistical at the 0.01 level with coefficients of 0.19 and 0.18. This is a positive influence. It can be said that when the network expansion (NETW) increases, it will increase the utilization of assets (ASSE), create sustainability (BUIL), and manage the organization towards excellence. (CREA) increased Meanwhile If network expansion (NETW) is reduced, it will cause asset utilization (ASSE), sustainability (BUIL), and organization management towards excellence (CREA) to decrease as well. In addition, it was found that network expansion (NETW) also has an indirect influence on creating sustainability (BUIL) and organizational management towards excellence (CREA), with an indirect coefficient equal to 0.05 and 0.10, which is an influence. positive, respectively

1.4 Asset utilization (ASSE) has the most direct influence on creating sustainability (BUIL), equal to 0.25, followed by organizational management towards excellence (CREA), with statistical significance at the 0.01 level, with a coefficient. equal to 0.25, which is a positive influence. It can be said that when the utilization of assets (ASSE) increases, it will create sustainability (BUIL) and organizational management towards excellence (CREA) increase at the same time. If asset utilization (ASSE) decreases, it will cause sustainability (BUIL) and organizational management towards excellence (CREA) to decrease as well. In addition, it was found that asset utilization (ASSE) also has an indirect influence on organizational management towards excellence (CREA), with an indirect coefficient equal to 0.06, which is a positive influence, respectively.

1.5 Creating sustainability (BUIL) has a direct influence on organizational management towards excellence (CREA) with statistical significance at the 0.01 level, with a coefficient equal to 0.24, which is a positive influence. It can be said that when creating sustainability (BUIL), increasing will increase organizational management towards excellence (CREA) at the same time. If building sustainability (BUIL) decreases, it will cause organizational management towards excellence (CREA) to decrease as well.

## Suggestions

### Academic suggestions

#### Academic and policy aspects

From the data analysis, it was found that the housing market situation, behavior of the new generation, consumer attitude, and criteria for deciding on housing It influences the development of housing to meet the needs of modern consumers who use digital technology. in Bangkok Which has brought the findings from the research into recommendations as follows.

1.1 Findings and recommendations 1 Strategic management plan (PLAN) consists of vision (VISI), mission (MISS), and values (VALU).

Findings: Mission has the most weight, followed by vision and values.

Suggestions: Management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. Should consider the mission along with setting a vision and values to lead to an organization of excellence.

1.2 Findings and recommendations Personnel Management (PERS) consists of senior management (SENT), middle management (MIDD), and operational employees (OPER). Findings: Middle management The elements have the most weight, followed by senior executives. and operational-level employees

Suggestions: Management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. Every employee should be considered important. By holding on to middle-level executives Senior executives and operational-level employees

1.3 Findings and recommendations 3 Network expansion (NETW) consists of structure (STRU), work system (WOSY), and work process (PROC).

Findings: The work system has the highest weight on components, followed by structure and work processes.

Suggestions: Management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. Work should be organized to have a system that is convenient, fast, and stable. By giving importance to structure and work process

1.4 Findings and recommendations 4: Asset Utilization (ASSE) consists of Capacity Management (CAPA), Replacement Value Management (REPL), and Personnel Development to Keep Up with Change (HUMA).

Findings: Developing personnel to keep up with changes It has the greatest weight of elements. Followed by: capacity management and compensation management.

Suggestions for the management of the Expressway Authority of Thailand according to the views of executives and employees towards excellence Consideration should be given to personnel development to keep up with changes. Taking into account capacity management and management of compensation is important.

1.5 Findings and recommendations 5: Building Sustainability (BUIL) consists of community aspects (COMM), social aspects (SOCI), and environmental aspects (ENVI). Findings: Environmental It has the highest weight, followed by the community aspect and the social aspect.

Suggestions: Management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. The environment should be considered first. and should focus on the community aspect and social aspects as well.

1.6 Findings and recommendations 5: Organizational management towards excellence (CREA) consists of stable operating results (STAB), quality service (QUAL), and learning organization (LEAR).

Findings: Service quality The organization with the highest weight is the learning organization. and operating results grow steadily.

Suggestions: Management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. Should adhere to the principle of quality service first. with a learning organization and operating results grow steadily, leading to excellent organizational management.

### Suggestions

This research The researcher has suggestions on issues related to the administration of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. To expand on this research. The following are

1 There should be a study of other variables related to the administration of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence. to compare the importance and to achieve even more coverage

2 There should be a study to evaluate and follow up on the management of the Expressway Authority of Thailand from the perspective of executives and employees towards excellence.

3 There should be a research study on the efficiency of the Expressway Authority of Thailand administration.

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