

AFFECTING OF ORGANIZATIONAL STRATEGY ON ORGANIZATIONAL PERFORMANCE FOR MEDIA AGENCY IN BANGKOK THAILAND

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ABSTRACT

The essential interdependence between organizational strategy and performance is critical for success in the dynamic media landscape. Developing a strategic framework aligned with the agency's mission and vision, incorporating digital transformation, and leveraging local market insights is indispensable. This necessitates cultivating partnerships with influencers and technology providers, utilizing analytics for informed decision-making, and remaining responsive to emerging trends. The strategy's efficacy relies on ongoing monitoring of key performance indicators, ensuring adaptability to evolving audience behaviors and industry dynamics. Effective execution involves talent development, particularly in digital expertise, and fostering a culture of innovation. In the rapidly evolving media industry, a flexible and well-crafted organizational strategy tailored to the agency's context is essential for optimizing performance, maintaining competitiveness, and navigating the intricacies of the media landscape. This study seeks to explore the correlation between organizational strategy and performance in a media agency in Bangkok, Thailand, with a sample size of 300. Statistical analysis, including percentage, mean, standard deviation, Pearson correlation coefficient, and multiple regression, reveals that various factors operate at a high level. Vision and Mission emerge as the most influential, followed by Market and Competitive Positioning, Monitoring and Adaptation, and Strategic Objectives and Goals, all of which are statistically significant. The multiple regression equation indicates that the variables collectively explain organizational performance, the equation is $\text{Organization Performance} = .419 + .391(\text{Vision and Mission}) + .201(\text{Market and Competitive Positioning}) + .162(\text{Monitoring and Adaptation}) + .137(\text{Strategic Objectives and Goals})$

Keyword: Organization Strategy, Organization Performance, Media Agency Organization

INTRODUCTION

In the dynamic landscape of the media industry, where technological advancements and evolving consumer behaviors continually reshape the way content is created, distributed, and consumed, the role of organizational strategy becomes paramount for the sustained success of media agencies. A robust strategy not only serves as a roadmap for navigating the complexities of this ever-changing landscape but also plays a pivotal role in determining organizational performance. This intricate interplay between strategy and performance forms the cornerstone of success for media agencies striving to stay

ahead in an environment characterized by rapid innovation and fierce competition. Media agencies, tasked with the responsibility of connecting brands with their target audiences through strategic planning and execution, face unique challenges that necessitate a nuanced approach to organizational strategy. As media consumption patterns shift, influenced by technological breakthroughs and changing demographics, media agencies must continually refine and adapt their strategies to remain relevant and effective. In this context, a well-crafted organizational strategy serves as a guiding framework that aligns the agency's goals with the dynamic demands of the media landscape Qalati, S. A., et al. (2021), Fernandes, A. A. R. (2020).

The essence of organizational strategy lies in its ability to provide a structured approach to decision-making, resource allocation, and goal setting. For a media agency, this entails a comprehensive understanding of the market, audience preferences, and emerging technologies. The formulation of an effective strategy involves a careful analysis of industry trends, competitor movements, and the identification of opportunities that align with the agency's core competencies. By proactively addressing these factors, media agencies can position themselves strategically to capitalize on emerging trends and gain a competitive edge. Performance, on the other hand, serves as the tangible manifestation of a media agency's strategic endeavors. While strategy lays the foundation, performance metrics serve as the evaluative tools that gauge the effectiveness of implemented strategies. The key performance indicators (KPIs) employed by media agencies often encompass a spectrum of factors, including audience reach, engagement rates, return on investment (ROI), and brand impact. Achieving optimal performance requires a seamless integration of strategic planning with efficient execution, as agencies must adapt in real-time to the evolving media landscape to maximize their impact. Ginsberg, A., & Venkatraman, N. (1985), Hanelt, A., et al. (2021).

The digital era has brought about a paradigm shift in media consumption habits, with social media, streaming services, and personalized content experiences becoming integral parts of the consumer journey. Media agencies, therefore, must not only be adept at crafting strategies that encompass these digital channels but also be agile enough to pivot swiftly in response to emerging trends. The ability to harness data analytics for insights into audience behavior and preferences has become a crucial aspect of strategy formulation and performance measurement in the contemporary media landscape. George, B., et al. (2019), Borges, A. F., et al. (2021).

As media agencies navigate the intricate relationship between strategy and performance, it becomes imperative to foster a culture of innovation and adaptability within the organization. The rapid pace of technological change demands that media agencies not only embrace the latest tools and platforms but also instill a mindset that views challenges as opportunities for growth. The symbiotic nature of strategy and performance requires a collaborative approach across different departments within the agency, fostering cross-functional communication and a shared commitment to organizational objectives.

In conclusion, the success of a media agency in the dynamic and competitive landscape hinges on the strategic alignment of its organizational goals with the evolving demands of the media industry. The intricate dance between organizational strategy and performance is a continuous process of adaptation, innovation, and evaluation. In the following sections, we will delve deeper into the key components of organizational strategy in a media agency, exploring how strategic planning influences

performance outcomes and examining best practices for achieving sustainable success in this ever-evolving domain.

Research Question

1. What is the most effective Channel of Information Exposure on students' decision making?
2. What is the current situation of Channel of Information Exposure and students' decision making?

OBJECTIVE

1. To clarify the most effective Channel of Information Exposure on students' decision making.
2. To understand the current situation of Channel of Information Exposure on students' decision making.

LITERATURE REVIEW

Organizational strategy and performance are interconnected facets crucial for an entity's sustained success. A well-defined organizational strategy serves as a guiding framework, aligning the company's goals with the dynamic demands of its environment. It involves meticulous planning, encompassing mission and vision statements, strategic objectives, and the identification of key performance indicators (KPIs). The strategy sets the course for resource allocation, decision-making, and goal achievement, providing a roadmap for the organization's growth and adaptation. In turn, organizational performance serves as the tangible manifestation of the implemented strategy. Performance metrics, including financial indicators, operational efficiency, and stakeholder relationships, offer a comprehensive evaluation of how effectively the organization is executing its strategic initiatives. Financial performance metrics gauge economic health, operational efficiency metrics assess resource utilization, and stakeholder relationship metrics evaluate qualitative aspects such as customer and employee satisfaction. Continuous monitoring and adaptation based on performance metrics are essential for organizations to ensure that their strategies remain relevant and effective in the face of evolving internal and external dynamics. Together, strategy and performance form a symbiotic relationship, where a well-crafted strategy lays the groundwork for optimal performance, and effective performance measurement informs and refines future strategic endeavors.

Organization Strategy

Organizational strategy is a multifaceted framework that encompasses various dimensions to guide an organization toward its goals and objectives. Understanding these dimensions is essential for crafting a comprehensive and effective strategy. Here are the top five dimensions of organizational strategy, each playing a critical role in shaping the direction and success of the organization. Enke, N., & Borchers, N. S. (2021), Priowidodo, G., et al. (2021), Kerdpitak, C., et al. (2021).

1. **Vision and Mission:** The vision and mission of an organization form the foundational dimension of its strategy. The vision outlines the aspirational and future-oriented goals that the organization seeks to achieve, providing a sense of direction and purpose. Simultaneously, the mission statement articulates the fundamental reason for the organization's existence, its core values, and the principles that guide its actions. This dimension sets the overarching framework for the entire strategy, aligning the organization's efforts with a shared sense of purpose.

2. **Market and Competitive Positioning:** Understanding the market and defining the organization's competitive positioning is a crucial dimension of strategy. This involves conducting a thorough analysis of the industry, identifying target audiences, and assessing the strengths and weaknesses of competitors. Strategic decisions are then made to position the organization effectively in the market, leveraging its core competencies to gain a competitive advantage. This dimension ensures that the organization's strategy is attuned to the external environment, capitalizing on market opportunities and addressing potential threats.
3. **Strategic Objectives and Goals:** The dimension of strategic objectives and goals involves setting clear, measurable, and time-bound targets that the organization aims to achieve. These objectives are derived directly from the vision and mission, outlining specific outcomes that contribute to the realization of the broader organizational purpose. Strategic goals provide a roadmap for the allocation of resources, guide decision-making, and serve as a basis for performance measurement. This dimension ensures that the organization's strategy is not only visionary but also actionable, with defined milestones to track progress.
4. **Monitoring and Adaptation:** The dimension of monitoring and adaptation emphasizes the dynamic nature of organizational strategy. It involves establishing mechanisms for continuous monitoring and evaluation of the strategy's performance against established KPIs. Regular assessments help identify areas of success and areas that may require adjustment. This dimension recognizes that the business landscape is subject to change, whether due to market shifts, technological advancements, or other external factors. Organizations need to be agile and responsive, ready to adapt their strategies to ensure relevance and effectiveness in the evolving environment.

Organizational Performance

Organizational performance is a multidimensional concept crucial for evaluating an organization's effectiveness and success. Three key dimensions encapsulate the essence of organizational performance:

Financial Performance: At the core of organizational success lies financial performance, serving as a pivotal dimension that quantifies an organization's economic health. Metrics such as revenue growth, profitability, return on investment (ROI), and cost efficiency are integral to assessing financial performance. Revenue growth signifies the organization's ability to increase income over time, while profitability metrics gauge the efficiency of converting revenue into profits. ROI evaluates the effectiveness of investments, and cost efficiency metrics ensure prudent resource allocation. These financial indicators provide stakeholders with a clear and measurable understanding of the organization's financial well-being.

Operational Efficiency: Operational efficiency, another critical dimension, examines how effectively an organization utilizes its resources to produce goods and services. Key metrics include employee productivity, process efficiency, and resource utilization. Employee productivity measures workforce efficiency, ensuring that human capital contributes effectively to organizational goals. Process efficiency metrics identify operational bottlenecks and areas for improvement, while resource utilization assesses how well physical and technological resources are managed. Operational efficiency directly impacts an organization's ability to deliver products or services in a timely and cost-effective manner, influencing its competitive standing.

Customer and Stakeholder Satisfaction: The qualitative dimension of organizational performance centers around customer and stakeholder satisfaction. Customer satisfaction is measured through feedback mechanisms, surveys, and reviews, providing insights into how well the organization meets customer expectations. High customer satisfaction contributes to brand loyalty and positive word-of-mouth. Stakeholder satisfaction extends to

employees, investors, suppliers, and the broader community. Employee satisfaction and engagement metrics influence productivity and talent retention, while investor satisfaction is reflected in financial indicators. Balancing the needs of diverse stakeholders is crucial for maintaining a positive organizational reputation and fostering lasting relationships. Parveen, F., et al. (2015), Bartolacci, F., et al. (2020), Teare, G., and Taks, M. (2020).

METHODOLOGY

Population and Sampling

The research focuses on employee who work in media agency in Bangkok, Thailand, constituting a population that cannot be precisely determined. The researcher employed W.G. Cochran's (1953) formula, establishing a sample size of 200 units at a 95% confidence level, utilizing a multi-stage sampling method.

Data Collection

The data collection instruments utilized in the research consisted of a custom questionnaire designed in accordance with the operational definition and characteristics under examination. To guarantee the precision of research findings and the accomplishment of specified objectives, the researcher meticulously assessed the questionnaire's validity and reliability. A preliminary pre-test involving 40 participants was conducted, and the results of the confidence check revealed values ranging from 0.7 to 1.00 for each question and the questionnaire as a whole. Additionally, the advisor conducted a content review of the questionnaire, which successfully passed. Consequently, it was concluded that the questionnaires were deemed appropriate for the collection of data, ensuring the robustness and accuracy of the research outcomes.

Data Analysis

Statistics used in data analysis to answer the objectives of this research are descriptive statistical analysis used to describe the demographic characteristics of the sample, the statistics used were frequency and percentage, mean, and standard deviation. inferential statistical analysis is used to test hypotheses which used a simple Pearson Product Movement Correlation Coefficient analysis to test the correlation of two independent variables, and multiple regression analysis to test the influence of independent variables on dependent variables in the research conceptual framework.

Descriptive Analysis

The general information of sample group was employee who work in media agency in Bangkok, Thailand, amounting to 300 samples. Most of them were male, 52.7 %, age between 31-40 years old, 57.0%, status in marital, 45.25%, the highest level of education at the bachelor's degree level, 49.5%, and monthly income average between 20,001-35,000 baht, 39.25%.

Descriptive data on the organization strategy affecting the organization performance in Thailand, the overall factors are at a high level. If considering each aspect, the first is Vision and Mission at a high level, followed by market and competitive positioning, monitoring and adaptation, and strategic objective and goals.

Hypothesis Testing

An analysis of the correlation coefficient between all variables in the model was used Simple Pearson Product Moment Correlation Coefficient statistic, shown in Table 1.

Table 1: the correlation coefficient between all factors of the organization strategy on organization performance in media agency in Bangkok, Thailand

Variable	Organization Performance	Vision and Mission	Market and Competitive Positioning	Strategic Objectives and Goals	Monitoring and Adaptation
Organization Performance	1				
Vision and Mission	.602**	1			
Market and Competitive Positioning	.661**	.551**	1		
Strategic Objectives and Goals	.669**	.546**	.697**	1	
Monitoring and Adaptation	.604**	.679**	.613**	.656**	1

* Significant level at .05 ** Significant level at .01

Table 1 shown the correlation coefficient between all factors of the organization strategy on organization performance in media agency in Bangkok, Thailand was found that the correlation did not exceed 0.80. All independent variables did not exceed the multiple correlation between the factors because of multicollinearity (Hair et al., 2010). Therefore, all independent variables can be used in stepwise multiple regression analysis, which is to bring the variables to predict in the model one by one. The results of the analysis of the organization strategy on organization performance in media agency in Bangkok, Thailand was shown in Table 2.

Table 2: The regression analysis between all factors of the organization strategy on organization performance in media agency in Bangkok, Thailand

Variable	b	β	t	p-Value	Tolerance	VIF
Constant	0.419	-	2.2932	0.004	-	-
Vision and Mission	.391	.045	8.755	0.000	.344	3.447
Market and Competitive Positioning	.201	.231	4.925	0.000	.351	3.211
Strategic Objectives and Goals	.137	.155	3.099	0.002	.317	3.658
Monitoring and Adaptation	.162	.146	3.566	0.001	.360	2.885

** Statistically significant at the .01 level

R = .794, R² = .626, S.E.=.405

The results of the correlation of all variables in the model shown that the highest value of VIF (Variance inflation factor) was 3.447, which was not more than 5, while the lowest value of Tolerance was 0.317, which was not less than 0.2 and highest maximum. The correlation value indicated not all independent variables were related which did not form multicollinearity. Then data was appropriate to use a multiple regression analysis (Hair, et al., 2010).

RESULTS

The result of regression analysis was found that the organization strategy in the aspect of Vision and Mission, Market and Competitive Positioning, Strategic Objectives and Goals and Monitoring and Adaptation can predict the organization performance. When considering the multiple regression coefficients in the standard score form, it was found that the predictors with the highest multiple regression coefficients were Vision and Mission ($\beta = 0.391$), followed Market and Competitive Positioning ($\beta = 0.201$), Monitoring and Adaptation ($\beta = 0.162$), and Strategic Objectives and Goals ($\beta = 0.137$). It can be created an equation for forecasting job performance in Thailand educational institutions.

Organization Performance = .419 + .391(Vision and Mission) + .201(Market and Competitive Positioning) + .162(Monitoring and Adaptation) + .137(Strategic Objectives and Goals)

CONCLUSION AND RECOMMENDATION

Conclusion

Organization strategy significantly influences organization performance within media agency in Bangkok, Thailand, with various factors operating at a high level. Vision and Mission to emerge as the foremost aspect, followed by Market and Competitive Positioning, Monitoring and Adaptation and Strategic Objectives and Goals. The vision and Mission play an important role for enhancing the organization performance because providing a clear sense of purpose and direction. The vision serves as a beacon, outlining the organization's aspirational goals and desired future state. It inspires and motivates employees, fostering a shared commitment to a common objective. Simultaneously, the mission statement articulates the fundamental reason for the organization's existence, encapsulating its core values and guiding principles. When effectively communicated and embraced, a compelling vision and mission align the efforts of the entire organization. They serve as a framework for strategic decision-making, goal setting, and resource allocation. By instilling a sense of identity and purpose, the vision and mission create a cohesive organizational culture, driving performance excellence. Employees are more likely to be engaged and motivated when they understand the broader purpose of their work, ultimately contributing to heightened productivity, innovation, and a positive impact on the organization's overall performance. And also, Market and Competitive Positioning, Understanding the market dynamics and strategically positioning the organization within it is crucial for sustainable success. Market analysis helps identify opportunities and threats, guiding strategic decision-making. Effective competitive positioning involves leveraging strengths and differentiating from competitors, ensuring a unique value proposition. This strategic alignment enhances the organization's relevance, customer appeal, and market share. By staying attuned to market trends and maintaining a competitive edge, organizations can adapt swiftly, attract customers, and optimize performance in a dynamic business environment. Monitoring and Adaptation and Strategic Objectives and Goals, Monitoring and adaptation of strategic objectives and goals are integral for enhancing organizational performance. Continuous evaluation ensures alignment with evolving circumstances, allowing swift adjustments. Strategic objectives and goals provide a focused roadmap, directing efforts and resources toward desired outcomes. Regularly assessing progress against these benchmarks enables proactive responses to challenges and opportunities, fostering agility and resilience. This dynamic interplay between monitoring, adaptation, and strategic goals ensures that organizations remain responsive, adaptive, and well-positioned for optimal performance in a rapidly changing business landscape.

The results of the analysis of organization strategy affecting the organization performance in media agency in Bangkok, Thailand. It was found that conformity with Vision and Mission at a high level, followed by market and competitive positioning, monitoring and adaptation, and strategic objective and goals could jointly predict the organization performance in media agency in Bangkok, Thailand which was statistically significant. The equation of predicting is $\text{Organization Performance} = .419 + .391(\text{Vision and Mission}) + .201(\text{Market and Competitive Positioning}) + .162(\text{Monitoring and Adaptation}) + .137(\text{Strategic Objectives and Goals})$

Recommendation

For a media agency in Bangkok, Thailand, enhancing organizational performance through a strategic approach is crucial in the ever-evolving media landscape. First and foremost, it is recommended to conduct a thorough market analysis to understand the local media landscape, audience preferences, and emerging trends. This insight will inform the development of a tailored organizational strategy that aligns with the unique characteristics of the Bangkok market. Embracing digital transformation should be a priority, considering the rapid adoption of online platforms and changing consumer behaviors. Integrating advanced analytics for data-driven decision-making can optimize content creation, distribution, and audience targeting. Collaboration and partnerships within the local media ecosystem can enhance the agency's reach and capabilities. Building strong relationships with local influencers, content creators, and technology providers can provide a competitive edge.

Additionally, continuous monitoring of key performance indicators, including audience engagement, advertising effectiveness, and market share, is essential. Regularly evaluating the strategy's impact and adapting to industry shifts will ensure sustained success in Bangkok's dynamic media environment. Investing in talent development, particularly in areas of digital expertise, will empower the team to execute the strategy effectively. A culture of innovation and adaptability should be fostered to encourage creative solutions and stay ahead of industry disruptions. Overall, a well-crafted and agile organizational strategy tailored to the Bangkok media landscape is essential for optimizing performance and maintaining a competitive edge in the rapidly evolving media industry.

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