

ORGANIZATION DEVELOPMENT ACTIVITY OF DRUG STORE IN PATTAYA CITY

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Abstract

The aim of this study is to investigate the implementation and level of organizational development activities in drug stores in Pattaya City. The research design follows by qualitative research study for organization development of drug store in Pattaya city that collecting data by interview with 10 participants as pharmacist. Based on the qualitative research, organizational development activities in drug stores can be categorized into five activities: (1) internal organization analysis; (2) external organization analysis; (3) organization development activity strategy; (4) implementing organizational development activity intervention; and (5) organizational development activity evaluation. These activities can be adapted for drug stores to improve their organizational system.

Keywords: *organization development, organization development activity, drug store*

Background of the study

A drug store which was the pharmaceutical business was generate more income for the country (Kasikorn Research Center, 2019). It was showed that most of the drug store in Thailand was the single or owner business which was no standardized and unsystematic operation. In terms of the survival of the drug store, it must be adapted by paying more attention to organization development activity to doing the business in the changing era.

Therefore, every business operator should have a strategy that can cope with this change in a timely and systematic manner. Various industries must face change over time. Therefore, each organization should understand the obstacles and the capabilities that the organization has in order to enable the organization to move towards the organization in the disruption economy era (Phrapratanporn, 2018).

Organizational development is absolutely necessary in conducting business in the disruption economy period. It is the thing that the administrator of the drug store business must do in response to the upcoming changes and enabling the drug store organizations to keep pace with global changes, including the role in accelerating the change of corporate culture and creating a commitment to transition to the digital age is the catalytic roles: new human resources of an organization that is a digital native born with the internet will play a role in accelerating the change and adjustment in the organization causing the organization to change more quickly by those human resources (Rebecca, Andreas, Gintare and Siriyupa, 2018).

It was found that most of the research about the organization development activity are in another business, not in the drug store business, even it was very important for business success. The research gap brought to the reason that the researcher interested in the way to implement the organization development activity of the drug store in Pattaya City and use it as a guideline for drug store business for their competitive advantage.

Research questions

How the drug store in Pattaya City implement the organization development activity?

Research objectives

To study the way to implement the organization development activity of the drug store in Pattaya City.

Literature Review

Definitions of organization development: Bennis (2017) defines organizational development was One response that can be taken to change is organizational development, which is a complicated educational technique committed to changing the beliefs, values, and organizational structures of an organization in order for it to be able to adapt to new forms of marketing technology. Campbell (2011) also defines organization development that is plan efforts which aims to change the culture of the organization Organizational development is the planning of efforts that aim to change the culture of an organization. It is also an attempt to change the system of the organization. Efforts, both formal and informal, that are made towards organizational development should concentrate their attention primarily on changes to the culture of the organization, rather than on changes to individuals as individuals. Changes in individuals are a byproduct of changes in organizational culture.

Moreover, Choudhry (2013) defines organizational development is a type of endeavor that is supported by the administrative department of an organization. The goal of organizational development is to improve the effectiveness of the organization as a whole by sequentially organizing activities. As well as, Globerson (2011) states that Organization development is the process of improving an existing organization to the point where it can return to a new state that is the same as or better than its previous state. This is accomplished by emphasizing an organization's creativity and the courage it possesses to accept change. This, in turn, will bring the organization new and unusual technical, technological, and valuable human resources. Finally, Hoekman (2013) states that organization development is process to improve the efficiency of the organization using problem-solving research which has a scientifically systematic problem-solving process which has the following steps: analysis of basic problems of the organization, collection of data from the organization, returning data to the organization, explore the problems of the organization from all received information, plan for action, and action.

From the above definition, organizational development goals can be summarized that it increase the efficiency of the organization, focusing on the use of limited resources to get the most results and quality, increase the effectiveness of the organization, focusing on the achievement of operations in accordance with the organization's objectives, improving the organization, focusing on the organization to have creative initiatives that will bring innovation, technology, new science and valuable human resources to the organization, in order to make the organization as good or as before, the integrity of the organization focuses on building the competence of personnel in the organization, creating an atmosphere that promotes and supports people and the organization to grow together, as well as building good relationships between personnel and the organization, change the organizational form and culture, focusing on the search for a structured approach aimed at changing the entire organizational culture, such as norms, beliefs, values, ideologies, organizational objectives. organizational structure Policies and guidelines, technology, products and resources, etc., and increase competitiveness, focusing on increasing the capability of the organization to compete or gain an advantage over commercial competitors (Yosyingong, 2006).

Organization development process: Organizational development is a process of studying the atmosphere and the current environment of the organization to figure out how to implement the change organization in order to achieve the desirable organizational condition (Sunanta Laonan, 2001, Burke, 1994, Bovee and others, 1993, and Havey and Brown, 1992).

Organizational development is a planned process of change for the organization to operate effectively and efficiently. Organizational development practitioners recognize that the effectiveness of organizational development depends on the nature of the process. Or steps to achieve goals for the nature of organizational development can be described in many ways. Laohanan (2008) proposed the model of the organization development process by considering: 1) Diagnosis of the organization, 2) Action by using organizational development techniques, 3) Process management and maintenance, and 4) Data collection.

Prinetti (2011) proposed the organization development process including 1) Organization Diagnosis, 2) Establish Organizational Development Strategy and Implementation Plan, 3) Organizational Development Activities, 4) Organizational Development Evaluation. As well as, Yosyingyong (2006) proposed the model of the organization development process including: 1) Determination of the need for organizational development (Needs Identification), 2) Organizational Diagnosis (Diagnosis), 3) Design of organizational development activities (Design), 4) Organizational development implementation (Implementation), and 5) Organization Development Evaluation (Evaluation).

As well as, Khejornnan (2002) suggested that organizational development has been recognized as important and applied in more organizations, including: Step 1: Organization Diagnosis, Step 2: Organization development plan, Step 3: Organization Development Operations, and Step 4: Organization Development Evaluation.

Therefore, it can be concluded that organizational development is a process of change that takes place systematically within the organization which has been planned in advance on matters such as assigning the person responsible for the change process and study the impact and solutions for the organization able to live properly and able to operate efficiently, as well as develop personnel to have operational potential and have a good quality of work life under the ever-changing environment.

Research Methodology

The researcher employed qualitative research for the research design, by interview with 10 participants as pharmacist, using a semi-structured interview to explain the organization development activity of the drug store in Pattaya City. The researcher developed the interview guide from the literature review, related research studies. A voice recorder and short memos were used with the permission of each interviewee to record the responses of the interviews. After obtaining approval from the Burapha University Ethics Committee.

Trustworthiness

In this study the researcher uses trustworthiness technique as: 1) The use of different approaches to data gathering, including semi-structured interviews and document review, as part of this research, constitutes data triangulation. 2) Peer-debriefing, which involves submitting the research findings to a friend who is an expert in qualitative research and asking them to remark and make more comments for better improvement and to ensure that the researcher would not be biased to interpret the meanings of the participant, and 3) Member checking: The researcher wanted to validate the findings of the research, so they sent the result back to the participant in this study so that the participant could check the accuracy of the results of the research.

Research Results

To conduct the qualitative research, in-depth interviews were utilized to gather data. Specifically, 10 full-time pharmacists who also served as managers at drugstores in Pattaya City were selected as information providers. This selection criterion allowed the study to focus on ways to implement organization development activities in drugstores, which was an important research question. These pharmacists were responsible for closely monitoring and managing the daily activities of the drugstores. The study results revealed five key aspects, which will be presented in detail.

Table 1: Organization Development Activities

Category	Sub- category
C1 Internal Organization Analysis	C 1.1 Organization Strategy
	C 1.2 Organization Structure
	C 1.3 Organization Style
	C 1.4 Organization System
	C 1.5 Human Resource
	C 1.6 Human Resource skills
	C 1.7 Core Value
C2 External Organization Analysis	C 2.1 Economy
	C 2.2 Society
	C 2.3 Government Policy
	C 2.4 Technology
	C 2.5 Consumer Behavior

Table 1: Organization Development Activities (continue)

Category	Sub- category
C3 Organization Development Activity Strategy	C 3.1 Organization Structure
	C 3.2 Work Process
	C 3.3 Operation System
	C 3.4 Human Resource Development
	C 3.5 Organization Development Policy and Goals
C4 Implementing Organization Development Activity Intervention	C 4.1 Good Leader
	C 4.2 Effective Human Resource
	C 4.3 Participation of all Organization Member
	C 4.4 Effective Communication
	C 4.5 Work Motivation
	C 4.6 Fair Performance Evaluation
C5 Organizational Development Activity Evaluation	C 5.1 Data Collection from all Involved Parties
	C 5.2 Set the Criteria for Organization Development Activity
	C 5.3 Feedback to Supervisor
	C 5.4 Feedback to Colleagues
	C 5.5 Feedback to Subordinate
	C 5.6 Performance Evaluation

From the table 1, it was found that drug store in Pattaya City implement the organization development activity by:

1. Internal Organization Analysis: Upon conducting semi-structured in-depth interviews, the researcher identified that the internal problem analysis of the organization is of great interest to most information providers. Therefore, the study of the current management of drugstores became one of the objectives and research questions for implementation within the organization. The following issues were identified in this research:

1.1 Organization Strategy: During the interview, it was discovered that the drugstores analyze organization strategies, which include competition, product marketing, and competitor strategies in terms of product prices and distribution channels: *“Analysis of our strengths or*

weaknesses when there is an opportunity, such as during the COVID period. Which drug do we have, but the competitors do not have? This will be our selling point.” (P6)

1.2 Organization Structure: It was discovered that most drugstores lack a clearly defined organizational structure. However, as the workload becomes more complicated, some drugstores hire assistants and create a more defined division of labor: “...Each person performs his/her duty, with a clear division of responsibilities.” (P5)

1.3 Organization Style: Based on the research, the analysis of the organizational style has taken into account various factors such as the nature of the business, customer types, location of the drugstores, and customer groups: “...The shop must have a pharmacist and assistant on duty, with the clearly defined work process.” (P8)

1.4 Organization System: The study found that many small drugstores lack a clear organizational system. However, despite this, these pharmacies have been able to adapt to the competitive economy over time.: “We do, about making levels in the work of human resources in the organization.” (P3)

1.5 Human Resource: Proper Human Resource analysis is crucial for operating a successful drugstore business. The staff of the drugstores must constantly develop their knowledge to keep up with emerging diseases: “...In this case, we must push ourselves and self-improve too” (P2)

1.6 Human Resource Skills: The skills of pharmacists are also essential as they provide information and advice to customers about products: “...There is no problem with staff because we have training knowledge together all the time.” (P5)

1.7 Core Value: A drug store have different values, but most of them create a corporate culture to encourage employees to have a service mind and focus on effective communication and teamwork to achieve the goals of the store that are set for each month: “...The value of the organization is that we try to provide quality service to our customers. Empathize with customers, do what they want, both in terms of business and in terms of treatment, also the recovery of the patient as well.” (P4)

2. External Organization Analysis: After analyzing the data, the researcher identified the actions taken within the organization, which was the first research question. Additionally, the researcher analyzed the external problems that affect the operation of the drugstores based on the input provided by the information providers.

2.1 Economy: The analysis revealed that economic conditions were crucial to the success of organizational development in drugstores. However, due to the COVID-19 epidemic, the drugstores in Pattaya suffered from unsatisfactory performances, as their main customers, tourists, were unable to travel: *“...The economy is not as good as it should be and not as good as it used to be. Since the Pattaya market is a market with mostly foreign tourists, it's still not 100% the same. I think most of the customers now are mostly Thai people, so I think it's still not okay.”* (P7)

2.2 Society: The drugstores have realized the importance of updating their products based on the current health trends and the needs of society, but accuracy is of utmost importance, especially since some medicines can be dangerous. Therefore, it is imperative to provide customers with accurate information: *“The news is quite effective. For example, those who have lots of followers could introduce the medicine through TikTok. That medicine will be in high demand in the market.”* (P4)

2.3 Government Policy: According to information providers, it has been found that drugstores keep track of government policies and plan appropriate organizational development activities. The pharmacy ensures that it can be implemented for the benefit of the store: *“...Because previously there was a curfew. And there's a period. We may open the shop and close the shop faster.”* (P1)

2.4 Technology: According to the information providers, drugstore operations have implemented technology to manage their stores more efficiently. However, the rapid changes in technology require drugstore organizations to adapt to keep up with the changes: *“...we have the LINE Official Application. We use this channel to connect with more of our customers. It's easy to acquire details from patients and how to deliver the medicine.”* (P4)

2.5 Consumer Behavior: According to the information provided, external factors such as consumer behavior play a crucial role in the organizational development of drugstores in Pattaya. The COVID-19 pandemic has significantly impacted the drugstore industry in Pattaya due to a decrease in tourists, leading to a shift in the consumer base from tourists to local Thai people. With a decrease in income, consumers in Pattaya are spending less, leading to a decline in the sales of various dietary supplements: *“...The trend of customers now would buy fewer health products to save up on money and only purchase necessary medication.”* (P10)

3. Organization Development Activity Strategy: Through interviews with information providers, the researcher has identified five issues related to the development strategy of organizations that play an important role in the development of the drugstores operating in the area. These issues are detailed below. **3.1 Organization Structure:** According to the interviews with information providers, the drugstores have determined their organizational infrastructure by analyzing both their internal and external environments to develop strategies for enhancing their organization structure. “...*We create organization structure*” (P1)

3.2 Work Process: The researcher discovered that the drugstores had a well-defined strategy for organizational development that included clear work processes, defined duties, and a systematic approach to operations: “...*There is a set of duties for the work process with clear separation of duties.*” (P1)

3.3 Operation System: It was discovered that the drugstores in Pattaya have taken measures to improve their organizational efficiency by enhancing their operating systems: “...*Placement of products received from stock must be first in, first out. Products that are expiring must be placed in front and newer items are on the bottom.*” (P2)

3.4 Human Resource Development: It was discovered that human resource development was the most crucial activity in the development of the drugstores' organization. This included continuous training and development, job-specific training, and a mentoring system. Employees were also encouraged to continually develop themselves: “...*We send our staff for training for information, maybe a short course.*” (P6)

3.5 Organization Development Policy and Goals: It was found that the main objective of organizational development in the drugstore industry is to enhance employee productivity, provide exceptional customer service, remain competitive, and achieve success: “...*Our store's organizational development policy aims to increase the efficiency of the employees' work and to run a successful business.*” (P6)

4. Implementing Organization Development Activity Intervention: The researcher's findings revealed an issue during the interviews with the information providers regarding the implementation of organizational development strategies to address how to effectively develop the organization. The majority of the information providers shared their perspectives and opinions on these issues, which can be categorized into six distinct areas, as follows.

4.1 Good Leader: The information providers indicated that effective leadership is crucial for the successful implementation of organizational development activities in a drugstore: *"...Being a good leader."* (P2)

4.2 Effective Human Resource: The research found that Human Resource with Competency is a crucial factor in the success of organizational development activities when developing an organization, particularly in drugstores: *"...Pharmacists must develop themselves on finding knowledge, giving medicinal information, taking care of the patient's health, finding the medication if it's self-service"* (P2)

4.3 Participation of all Organization Member: It was discovered that promoting employee participation in all areas of the organization is a crucial aspect of organizational development, including expressing opinions, engaging in activities, fostering relationships, and cultivating a positive work environment: *"...Everyone will participate in discussions or express their opinions, mostly by phone."* (P2)

4.4 Effective Communication: It was discovered that effective communication is a crucial aspect of organizational development activities in the drugstores, which is achieved through both face-to-face interactions and the use of the LINE application: *"...We communicate with our employees all the time, face to face, talking directly with them."* (P1)

4.5 Work Motivation: It was discovered that the drugstores employ organizational development activities to motivate their employees by building long-term relationships, rewarding them, creating a relaxed and stress-free working environment, and allowing them to participate in decision-making: *"...We work like siblings. We can always discuss with each other."* (P1)

4.6 Fair Performance Evaluation: It was found that effective Fair Performance Evaluation is necessary for successful implementation of organizational development activities: *"... There are Fair Performance Evaluations, mostly regulations of attendance, coming to work late, absence or daily sales not lower than the mean or the average for that month."* (P6)

5. Organizational Development Activity Evaluation: The findings of interviews conducted with each information provider in regard to the appraisal of organizational development. The researcher came up with a total of six conclusions, each of which was handled by information providers in the manner that is detailed below.

5.1 Data Collection from all Involved Parties: According to the information provided, the drugstores gather information related to the organization to evaluate organizational development activities. The data is managed systematically using computer programs to ensure efficient operation: *“...The drug store use the information from different source to evaluate the activity” (P4)*

5.2 Set the Criteria for Organization Development Evaluation: According to the information provider, the evaluation criteria for organizational development are based on increased sales and the expansion: *“...Mostly we target sales rather than branch expansion.” (P4)*

5.3 Feedback to Supervisor: Giving feedback to supervisors: *“...The assistant would comment same as the owner gives feedback.” (P3)*

5.4 Feedback to Colleagues: Giving feedback to colleagues to improve work efficiency: *“...Usually, there’s a pharmacist that would, but there are feedbacks on LINE and sharing issues.” (P3)*

5.5 Feedback to Subordinate: Giving feedback to subordinates: *“...We have a meeting every month, and there’s feedback for everyone.” (P10)*

5.6 Performance Evaluation: It was discovered that an important activity for organizational development is called Performance Assessment. According to the information sources, the drugstores in Pattaya evaluate their employees' performance based on sales and the number of customers who make repeat purchases.: *“...We have evaluations on sales that are increasing. We also have old customers that we remember, that come in often, also new customers that we give advice to and will return”. (P10)*

Discussion

In responding to the research question one “How the drug store in Pattaya City implement organization development activity? It was found that it is including:

1. Internal Organization Analysis including 1.1) Organization Strategy: The drug store analyzed its organization strategy. It was consistent with Westerling et al (2010) proposed that the role of pharmacists is becoming more diversified, with two competing focal points: improved patient care

services and inventory oversight. The drugstore was more focused on analyzing its organizational strategy; **1.2) Organization Structure:** Drug stores usually do not have a well-defined organizational structure, but as the work becomes more complicated, some of them hire assistants and have a clearer division of duties. It was congruent with Piyanonthasin (2017) stated that organization structure is one of the factor organization need to analyze during the organization development process; **1.3) Organization Style:** The organizational style analysis of drug stores considers the nature of the business by taking into account customer types, locations, and groups. As stated by Phumjan and Sakulkiet (2019) proposed that organization style is one of an important factor of high performance organization. Organization more concern on organization style as the internal factor; **1.4) Organization System:** Most drug stores in Pattaya City do not have an organizational system since they are small businesses operated by the owners. However, drug stores adapt to the competitive economy over time. As supported by Jessadakultavee (2019) summarized that organization with organization system can run smoothly and efficiency. Moreover, to analyzed the organization system, it needs to be done together with improving organization performance; **1.5) Human Resource:** Running a drugstore business requires proper human resource analysis. Drug store staff must continuously update their knowledge to keep up with emerging diseases. Kuapak (2016) supported that it should focus on the human resource to provide them with the education and support for the scholarship, prepare the readiness of English for communication and training and development; **1.6) Human Resource Skill:**

The competency of pharmacists is crucial because they have to furnish clients with information and advice on products. As pharmacists shift from dispensing services to more patient-centred services, their influence has been observed globally. Nevertheless, dispensing and advising remain fundamental services provided by community pharmacies worldwide. However, some issues hinder the development of human resource potential, including a lack of knowledge, understanding, and necessary skills, particularly in technology. To overcome these hurdles, drugstores should encourage their human resource to acquire knowledge from various sources, including regulations, colleagues, supervisors, and relevant courses.; **1.7) Core Value:** Although drug stores in Pattaya City have different core values, most of them establish a corporate culture that encourages employees to have a service mindset and focus on effective communication and teamwork to achieve the set goals. Organizations can benefit from conducting organizational development activities, such as changing beliefs, attitudes, and core values. Analyzing the current core values can support organizations in developing their organization development strategy.

2. External Organization Analysis including: **2.1) Economy:** The drug store's economic conditions were analyzed as an important factor in the organization's success. It was supported by Piyanonthasin (2017) suggested that environment is important for analyzing the organization. It effects to business decision making to prevent for the threats and problems. Organization need to focus on the external environment to forecast the future of the business operation; **2.2) Society:** The drug store stays up to date on health trends and societal needs. However, it must provide accurate information since some medications can be dangerous. It was congruent with Ngamvichaikit (2020) state that consumers lack reliable and easy to understand information sources, need to consult with health professionals via digital media and medical knowledge and being tricked into buying fake drugs. The health professionals need for factual information for problem-solving and their concern about the medical information access of consumers; **2.3) Government Policy:** drug stores have been monitoring government policies and planning appropriate organizational development activities for their pharmacies. As supported by Piyanonthasin (2017) proposed that organization need to focus on organization development activity in many dimensions, especially for external environment in economic, technology, social, political, and government policy. Because it affects to the success of organization development activity; **2.4) Technology:** To manage their pharmacies more efficiently, drugstores have incorporated technology into their operations. Ngamvichaikit (2020) found that in pharmacy business, consumer want to consult with the pharmacist through digital media. So, technology are now important for the drug store business; **2.5) Consumer Behavior:** Consumer behavior is also an important part of the analysis of external factors. As supported with Jacobs, Amuta, and Jeon (2017) present that digital media has major role effect to the consumer behavior, consumer now pay attention on digital media to search more information on the drug usage. They made their buying decision based on the information from the digital media.

3. Organization Development Activity Strategy including: **3.1) Organization Structure:** Drug stores determine the structure of the organization by analyzing the external and internal environment to develop strategies for organizational structure development. It was consistent with Rangsoi, Woraphatthirakul, Rangsoi (2020) proposed that in paying attention on organization structure, it should include with clear objective and goal, vision and mission, and the strategy to run the business; **3.2) Work Process:** Drug stores have a strategy for organizational development in terms of work processes, with clearly defined duties, a systematic work process, and clear operational

steps. Piyanonthasin (2017) state that after the environmental analysis, organization can design the working process or changing the working process to increase organization productivity; **3.3)**

Operation System: To ensure the efficiency of operating a pharmacy in Pattaya, drugstores engage in organizational development by developing their operating systems. Yanasangwaro, Suyaprom, and Watthanabut (2014) summarized that when conducting organization development, organization need to concern on the process and operation system. Then, find out the way to implement the activity;

3.4) Human Resource Development: One of the most important aspects of organizational development is human resource development, which includes continuous training and development activities, job training, and mentoring systems. It was supported by Yanasangwaro, Suyaprom, and Watthanabut (2014) summarized that human resource development is the main part for organization development activity; **3.5) Organization Development Policy and Goals:** The main goal of organizational development is to ensure that employees work efficiently, provide excellent service, and enable the pharmacy business to compete and succeed.

4. Implementing Organization Development Activity Intervention including: 4.1)

Good Leader: Effective organizational development in drug stores requires good leadership, which can stimulate digital conversion. The principles, abilities, and attitudes of leaders play a crucial role in driving and leading organizational development processes (Zivkovic, 2022). Moreover, Jieratrakul and Niyomyaht (2019) said that the success of the organization is the policy of the management and their leadership; **4.2) Effective Human Resource:** The success of organizational development activities in the drug store depends on effective human personnel. Pharmacists must possess knowledge and skills in providing drug and healthcare information to customers, making proposals, and providing various tips based on maximum safety. It was consistent with Sokuma, Banyen-ngam, and Bodeerat (2022) also emphasized the crucial role of human resource development in organizational development activities, which can drive change in organizational development strategies; **4.3) Participation of all Organization Member:** Encouraging all employees to participate in activities, express their opinions, build relationships, and create a good working atmosphere is an essential organizational development activity. Yanasangwaro, Suyaprom, and Watthanabut (2014) also emphasized the importance of teamwork and collaboration among team members in organizational development, while; **4.4) Effective Communication:** The drug store is focusing on effective communication in its organizational development activities, both face-to-face

and using the LINE application. Maneemai et al. (2017) confirmed that effective communication promotes better work relationships, better understanding of organizational news and policies among employees, clearer organizational direction, improved work collaboration, increased participation, and better teamwork.; **4.5) Work Motivation:** The drug store is motivating its employees through organizational development activities such as building long-term relationships, rewarding, creating a relaxed and stress-free working environment, and allowing employees to participate in decision-making. Yanasangwaro, Suyaprom, and Watthanabut (2014) also recognized that motivation is a crucial success factor in organizational development activities; **4.6) Fair Performance Evaluation:** Effective performance evaluation is essential in implementing organizational development activities. According to Sowaphas, Duangdara, and Otayarak (2020), successful organizations must have high work potential, which includes effective human resources and an excellent organizational management system.

5. Organizational Development Activity Evaluation including: **5.1) Data Collection from all Involved Parties:** Pharmacies gather data from all parties involved in the organization to assess the effectiveness of their development activities. This data is managed systematically with the help of computer programs to ensure efficient operations. Suwannurak, Chainit, and Samart (2020) explained that organization development factor including strategy, structure, management, human resource, and participation of all organization member; **5.2) Set the Criteria for Organization Development Activity:** Organizational development can be evaluated based on criteria such as increased sales and branch expansion. According to Lertmalao and Boonyarataphan (2019), organizations that want to excel should engage in various activities, including organizing, strategic planning, stakeholder care, evaluation, analysis, knowledge management, human resources, process management, and organizational performance and results. To achieve the best results, organizations need to establish criteria for their development activities; **5.3) Feedback to Supervisor:** Pharmacies evaluate their organizational development activities by giving feedback to supervisors, who can in turn receive input from employees; **5.4) Feedback to Colleagues:** In evaluating organizational development activities can be carried out by giving feedback to colleagues to improve work efficiency; **5.5) Feedback to Subordinate:** When evaluating human resource development activities, subordinates can receive feedback by reflecting on their work results to achieve their developmental goals. Charoenarpornwattana (2020) suggests that organizations should evaluate and provide feedback by

considering performance appraisal results and feedback from all employees during human resource development activities; **5.6) Performance Evaluation:** Performance evaluation is a critical component of organizational development activities. For example, pharmacies in Pattaya evaluate performance based on sales and repeat customer purchases. According to Piyanonthasin (2017), the process of organizational development requires analyzing information to support decision-making and ensure the success of the process, making good performance evaluation essential.

Recommendation from this research

Firstly, the drug store should conduct an internal analysis of the organization, taking into account various factors such as organizational strategy, structure, style, system, human resources, skills, and core values.

Secondly, the drug store should also conduct an external analysis of the organization, which is equally important for the success of the organization. Factors such as the economy, society, government policy, technology, and consumer behavior can all have a significant impact on the performance of the drug store.

The third step in the organization development model is the development of an effective organizational development activity strategy. This involves identifying the key success factors such as organizational structure, work process, operation system, human resource development, organization development policy, and goals.

The fourth step in the organization development model is the implementation of the organizational development activity intervention. This requires effective leadership, competent human resources, the participation of all organization members, effective communication, work motivation, and fair performance evaluation.

5. Finally, the fifth step in the organization development model is the evaluation of the organizational development activity. This involves data collection from all involved parties, setting criteria for organizational development activity, providing feedback to supervisors, colleagues, and subordinates, and conducting performance evaluations. This step is important in determining the effectiveness of the organizational development activity and making any necessary adjustments to improve future outcomes.

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