

**THE PARADIGMS OF PUBLIC ADMINISTRATION AND THE DEVELOPMENT OF THAI BUREAUCRACY**

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This study was 1) to investigate the paradigms of public administration linked with the development of the Thai bureaucracy during 1959-2006; 2) to investigate factors influencing the changes of each paradigm of public administration; 3) to investigate innovations applied to developing the Thai bureaucracy after 2002, and 4) to investigate impacts of applying the result-based management (RBM) innovation to developing the Thai bureaucracy. A qualitative approach was implemented through documentary research and in-depth interviews conducted with 2 groups of purposive samples, i.e., eleven government agents from the Ministry of Justice and five scholars. The data collected were approached by the method of content analysis.

The study revealed that the paradigms of public administration linked with the development of the Thai bureaucracy during 1959-2006 involved three paradigms, which were the development administration applied during early 1957 until the end of 1977; the new public management applied during early 1987 until the end of 1997 (currently active); and the good governance applied during the middle of 1987 until the middle of 1997. The economic factors and the domestic and international political factors incorporated with decision making of the administration influenced the applications of the paradigms of public administration in the development of the Thai bureaucracy. The paradigm of development administration (DA) was influenced by the economic and political factors whereas the paradigm of new public management (NPM) was influenced by the economic factors and the decision making factors while the paradigm of good governance (GG) was influenced by the political factors and the influence of international organizations. At the meantime, innovations found in developing the Thai bureaucracy after 2002 were institutional innovation, organizational innovation and process innovation. Besides, the research findings of applying the RBM were the centralized decision making of the central agencies regarding the standardization of criteria, the application of the tools, and the overlaps of the managerial tools among the central agencies. They were the roots affecting the works of the line agencies particularly with the collaboration of the members within the organizations, minimizing the importance of other missions, leading to the distortion of the spirit of RBM applications through deforming documents and devaluing targeted performances to below the standards, in order to ensure that the targeted values were achievable.

**KEY WORDS :** PARADIGMS OF PUBLIC ADMINISTRATION / DEVELOPMENT OF THE THAI BUREAUCRACY / DEVELOPMENT ADMINISTRATION / NEW PUBLIC MANAGEMENT / GOOD GOVERNANCE

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