

**OFFICIAL PARTICIPATION IN ORGANIZATIONAL CULTURE
DEVELOPMENT : A CASE STUDY OF DEPARTMENT OF
LEGAL AID AND CIVIL RIGHTS PROTECTION**

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CIVIL RIGHTS PROTECTION

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OFFICIAL PARTICIPATION IN ORGANIZATIONAL CULTURE DEVELOPMENT: A CASE STUDY OF DEPARTMENT OF LEGAL AID AND CIVIL RIGHTS PROTECTION

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ABSTRACT

In order to increase effectiveness and efficiency the organization culture need to adjust to change. As any changes always result in different attitudes and behaviors, which relate to social relationships, it is important to understand and plan for the organization culture advancement.

This study aimed to investigate the level of participation and factors relating to the participation of the officials in the development of organizational culture as well as to study problems and suggestions in the development of organizational culture. The population of this study is 259 officials in the Department of Legal Aid and Civil Rights Protection. The data were collected through 219 questionnaires, and the results were calculated with SPSS (Statistical Package for Social Sciences) program.

The study reveals that the level of participation of the officials in the development of organizational culture is only average. The officials participate more in operational procedures than in decision making. When officials were more highly educated, had greater need to participate, had administrative acceptance of participation, and were aware of problems in the organization, there was greater participation. The suggestions are that there should be a meeting or seminar in order to set up the operational objective. All administrators and officials should adjust themselves to the organization development. The officials should be provided with information to know the problems and the operational results to build up co-operation and commitment.

KEY WORDS: PARTICIPATION/ ORGANIZATIONAL CULTURE/
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การมีส่วนร่วมของเจ้าหน้าที่ในการพัฒนาวัฒนธรรมองค์กร : กรณีศึกษาสำนักคุ้มครองสิทธิและช่วยเหลือทางกฎหมายแก่ประชาชน (สคช.) OFFICIAL PARTICIPATION IN ORGANIZATIONAL CULTURE DEVELOPMENT : A CASE STUDY OF DEPARTMENT OF LEGAL AID AND CIVIL RIGHTS PROTECTION

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บทคัดย่อ

การศึกษานี้ มีวัตถุประสงค์เพื่อศึกษาระดับการมีส่วนร่วมและปัจจัยที่สัมพันธ์กับการมีส่วนร่วมของเจ้าหน้าที่ ในการพัฒนาวัฒนธรรมองค์กร และศึกษาปัญหา อุปสรรค ข้อเสนอแนะ ในการพัฒนาวัฒนธรรมองค์กร ประชากรที่ศึกษาคือเจ้าหน้าที่ในสำนักคุ้มครองสิทธิและช่วยเหลือทางกฎหมายแก่ประชาชน (สคช.) ทั้งในส่วนกลางและส่วนภูมิภาค จำนวน 259 คน เก็บข้อมูลโดยใช้แบบสอบถามได้จำนวนทั้งสิ้น 219 ชุด นำมาวิเคราะห์ตามกระบวนการทางสถิติ โดยใช้โปรแกรมสำเร็จรูป SPSS (Statistical Package for Social Sciences)

ผลการศึกษาพบว่า ระดับการมีส่วนร่วมของเจ้าหน้าที่ในการพัฒนาวัฒนธรรมองค์กร ส่วนใหญ่อยู่ในระดับปานกลาง โดยพบว่าการมีส่วนร่วมในด้านการร่วมดำเนินการ มีระดับมากกว่าในด้านการร่วมคิดหรือตัดสินใจ และปัจจัยที่มีผลต่อการมีส่วนร่วมในการพัฒนาวัฒนธรรมองค์กร ได้แก่ ระดับการศึกษา ความต้องการมีส่วนร่วมในการพัฒนาวัฒนธรรมองค์กร การได้รับการยอมรับจากฝ่ายบริหาร และความตระหนักถึงปัญหาขององค์กร ข้อเสนอแนะ ควรจัดให้มีการประชุมและสัมมนาเชิงปฏิบัติการเพื่อให้สามารถกำหนดข้อตกลงในการทำงานตามความเหมาะสม ปรับทัศนคติของผู้บริหารและเจ้าหน้าที่ทุกระดับให้ยอมรับ และปรับตัวเองให้เข้ากับการเปลี่ยนแปลงในปัจจุบันและอนาคต ให้ข้อมูลข่าวสารแก่เจ้าหน้าที่ เพื่อให้เห็นถึงปัญหา และผลการทำงานในภาพรวมขององค์กร เพื่อสร้างความร่วมมือและความรู้สึกเป็นส่วนหนึ่งขององค์กร

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CHAPTER I

INTRODUCTION

1.1 Statements of the Problem

In the rapidly changing world at present, the organization can exist and progress if it can adjust itself to the changes. The best adjustment takes place when the departments in the organization co-operate and help one another. This is like the body that comprises genes and organs working together for existence. One saying is that “if the left hand doesn’t know what the right hand is doing, both may not be doing anything.” (Schneider and Chung 1993, 11:131)

In the organizational management, the essential aim relies on the efficient, effective and co-operative achievement of the work with the appropriate management process and resources. This results in the appropriate relationship among human, organization and social system. There must be culture as the operation formation. When people enter the organization, their behaviors differ. Some people are diligent, disciplines while some people are irresponsible, unsocial and do not love the work. These result in the different organizational cultures (Thongchai Santiwong, 1992). When an organization comprises several people, living together needs something to connect them to live happily and to behave the same. This is called the organizational culture.

The organizational culture is the specific characteristics of the organization. It is the shared values, beliefs and standards that can facilitate the work to succeed. It also causes the job satisfaction, the co-operation and productivity of the organization (Browder, 1993) or it can obstruct the organizational changes. The members then must understand the organizational culture.

The organization is a kind of society that needs the development to build up the different cultures. In terms of management, the organizational culture or called corporate culture is the way of life of people in the organization with the shared values, beliefs, attitudes or standards in order to work together to achieve the goal. The organizational culture, therefore, affects the behaviors of people and the organization. The organizational development in order to increase effectiveness and efficiency needs adjustment in the organizational culture to the changes (Sompot Noppakun, 1998). The changes are normal; either they happen to the organization or people. The present development of the organization is not only for the technological advancement or economical status, but it changes as people surrounding it expect. The consideration is the cultural obstacles because the changes always contradict to the present cultures in the organization. The changes of the organization result in the attitudes and behaviors, which relates to the social relationships. The changes may bring about the changes in almost all operation, which affects the organizational environment. Any changes in the organization must consider the culture, which is important to understand and plan for the advancement.

The Highest Judgement Office is responsible to the judgement in the government for the peace, security in life and property of the people. It is to protect the governmental benefits, help the poor people in laws. It realizes the problem, so it sets up the department of legal aid and civil rights protection all over the country to work concretely. Its objectives are to eliminate the illiteration in law and unfairness, to provide knowledge in law, to advise people about law, train people in law to build up potential, conduct the case to protect the civil rights of people, help people in cases and provide the lawyers for the poor. Moreover, it is to reconcile in the village level by the local development officials by training.

This is to promote the quality of life of people in order to develop people, society and community to be strong for good living. It focuses on people participation, supports the roles of the secondary elements and builds up the long development so that the officials can work on their responsibilities with the full

potential. This is also to balance the Thai society, solve the poverty and build up fairness to most people, which cause the peace in the nation.

The ninth national economic and social development plan appoints the philosophy of development by fixing to the enough economic philosophy in developing and governing the country by sufficiency, sensibility and necessity to protect itself from both the internal and external changes in the globalization. It needs knowledge, responsibility and care in employing the academic sciences in planning and operating in every step. In the meantime, it must build up the mental foundation to be balanced and ready to the changes quickly in society, environment and culture.

The operation of the department of legal aid and civil rights protection is a managerial system in the rural development. It is employed as a tool in management, responsible in planning, operating, reporting and administrating the budget.

Administrating and planning by appointing the objectives, goal and operation in legal aid and civil rights in 5 years and appointing the plan to coincide with the governmental plan, the national economic and social development plan and the plan of the Highest Judgement Office must coincide with the fiscal budget. The operation in accordance with the plan must be in work, money and time. It is to coincide with the goal, time and budget and then to report the monthly result and budget time under the provision of the central department of legal aid and civil rights protection, the regional department of legal aid and civil rights protection and the provincial department of legal aid and civil rights protection. These organizations have the reporting system and evaluation systematically (Handbook on the Operation of the Department of Legal Aid and Civil Rights Protection, the Highest Judgement Office).

For the mentioned operation, the officials who protect people's civil rights and help them must study in order to work appropriately, efficiently and effectively. They must be knowledgeable, skilful, proficient, attempt, sincere, responsible. They

must be able to adjust themselves and the plan for changes, fix in quality, co-operate, develop themselves continuously and regularly and support the organizational culture so that the operation must be effective and efficient and competitive to the other organization and to achieve the goal, so it is challenging.

From the above reasons, the researcher thinks that the official participation in the organizational culture is interesting because the development of the organizational culture is a part of the organization development. Before the changes, the organization must study the previous organizational characteristics and how to change them to be appropriate and coincident to the objectives. The study about the organizational culture is like the evaluation in the organizational management to know the limitations to the changes for the organizational culture. It is to review the roles of the administrators, the relationships among people and the ones between people and the organization. This is to know the ability to plan the development. It is interesting how much the trend to provide the opportunity for the officials to participate in the organizational culture is and which factor supports the participation of each form of organizational culture. It can be advantageous for the growth of the organization in the future.

1.2 Objectives of the Study

1.2.1 to study the level of participation of the officials in the development of the organizational culture

1.2.2 to study the factors relating to the participation of the officials in the development of the organizational culture

1.2.3 to study the problems and suggesting relating to the participation of the officials in the development of the organizational culture

1.3 Scope of the Study

In the study about the participation of the officials in the development of the organizational culture: a case study from the department of the legal aid and civil rights protection, the researcher has appointed the scopes of study in 2 aspects.

1.3.1 The content scope is to study the participation of the officials by leveling the participation of the officials into the participation in decision and the participation in the operation. There are 3 methods in studying the ways to develop the organizational culture as follows.

- 1) the changes of former organizational cultures to the new ones
- 2) the changes for better organizational cultures
- 3) the creation of new organizational cultures

There are 3 levels of participation in each aspect: high, average and low.

1.3.2 The area scope is to study the participation of the officials in the department of legal aid and civil rights protection in the regional and central areas.

1.4 Definitions of Terms

Participation means the co-operation of the individual or groups of people who agree and take part or participate in the activities in order to develop and change to the aim willingly. It is done through the group or the organization to achieve the needed changes. In this study, it includes the operation of the officials i.e. decision and operation in developing the organizational culture.

Officials mean the persons who agree to work for the department of legal aid and civil rights protection and receive the salary or wage.

Organizational culture is the operational method of most officials of the department of legal aid and civil rights protection that is done continuously.

Subculture is the values, beliefs, standards and behaviors of the minorities in the organization.

Main culture is the values, beliefs, standards and behaviors of the most people in the organization.

Developing organizational culture means the systematic management of the values and standards in the organization by the three methods in developing organizational culture: changes, development and creation.

Participation in the development in the organizational culture is defined as the participation in many aspects of the development activities as follows.

Participation in the change activities to the new organizational culture is the request to improve the rules and regulation as well as the policy (decision) and participation in planning and appointing the policy in improving the organizational culture (operation).

Participation in the creation of new culture means planning and appointing the new policy in the organization (decision) and bringing about the new thinking and values into the organization (operation).

Position means the position of the officials in the department of legal aid and civil rights protection i.e. official, lawyer, general official and typist.

Needs to participate in the development of organizational culture means the needs to participate in decision making or operation.

Acceptance of the administrators to the participation of the officials is the opportunity for the reliable officials in decision making and operation.

Awareness of the problems means the status that the officials realize the real situation of the organization in the policy, strategy and problems affecting the status of the organization, themselves and society.

Informational perception means the opportunity that the officials can know the information about the organization and environment.

1.5 Variables of the Study

From the literature review, the variables of the study are as follows.

1.5.1 Independent variables

Personal factors

- Gender
- Age
- Education

- Position
- Bureaucratic duration
- Level

Factors supporting participation

- Needs to participate in the development of the organizational culture
- Acceptance of the administrators to the participation
- Awareness of the problem
- Informational perception

1.5.2 Dependent variables

Participation of the officials in the development of the organizational culture

- Decision
- Operation

1.6 Variables and Levels of Measurement

1.6.1 Independent variables

Personal factors	Level of Measurement
- Gender	Nominal
- Age	Interval
- Education	Nominal
- Position	Nominal
- Bureaucratic duration	Interval
- Level	Nominal
Factors supporting participation	
- Needs to participate in the development of the organizational culture	Interval
- Acceptance of the administrators to the participation	Interval
- Awareness of the problem	Interval

- Informational perception Interval

1.5.3 Dependent variables

Participation of the officials in the development of the organizational culture

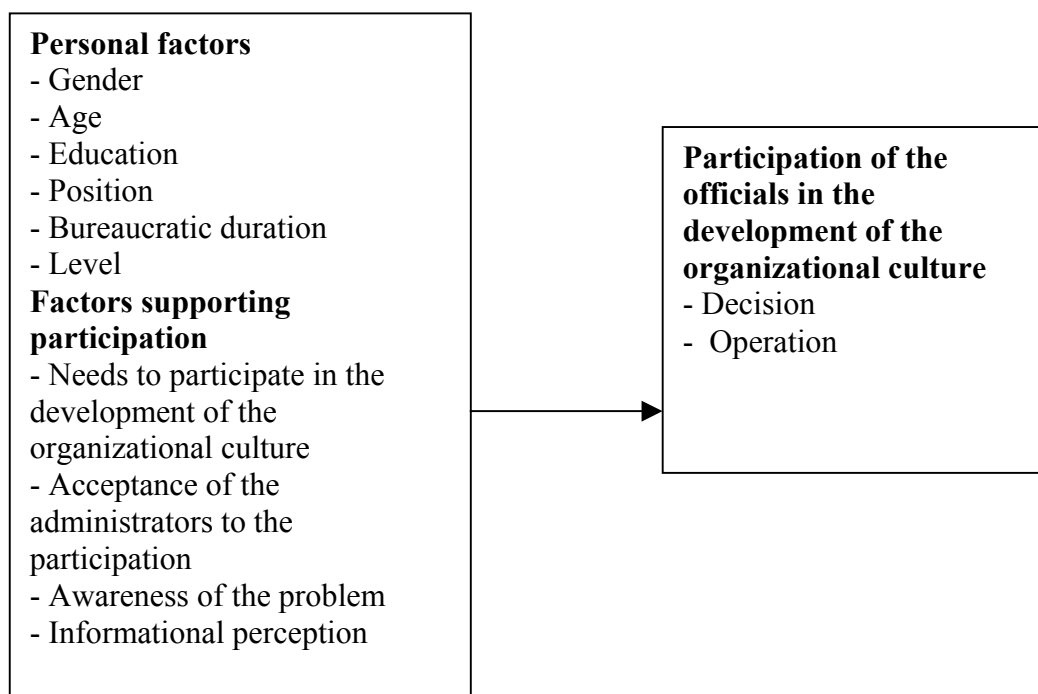
- Decision Interval
- Operation Interval

1.7 Conceptual Framework

The study about the participation of the officials in the development of organizational culture: a case study from the department of legal aid and civil rights protection comprises of the following variables that can build up the following conceptual framework.

Independent Variables

Dependent Variables



1.8 Hypotheses of the Study

1.8.1 The different personal factors i.e. gender, age, educational level, level, bureaucratic duration and position result in the different levels of the participation in the development of organizational culture.

1.8.2 The different factors supporting participation i.e. needs to participate in the development of the organizational culture, acceptance of the administrators to the participation, awareness of the problem and informational perception result in the different levels of the participation in the development of organizational culture.

1.9 Benefits of the Study

1.9.1 to know the level of participation of the officials in the development of the organizational culture

1.9.2 to know the factors relating to the participation of the officials in the development of the organizational culture

1.9.3 to know the problems and suggestions of the officials in participation in the development of the organizational culture

1.9.4 The results of the study can be used as a guideline to reduce the contradiction between the administrators and the officials in the development of the organizational culture.

1.9.5 The results of the study can be used to appoint the policy for the operation, resulting in the decrease of the obstacles in the organizational culture.

CHAPTER II

LITERATURE REVIEW

In the study about the participation of the officials in the development of organizational culture: a case study from the legal aid and civil rights protection, the researcher has studied the document and related researches. The main topics are divided and detailed as follows.

2.1 Approaches about participation

2.1.1 Definitions of participation

2.1.2 Participation theories

2.1.3 Formation and process of participation

2.2 Approaches and theories about organization

2.2.1 Definitions of organization

2.2.2 Organization theories

2.3 Approaches and theories about organizational culture

2.3.1 Definitions of organizational culture

2.3.2 Basic approaches about organizational culture

2.3.3 Approaches about the development of organizational culture

2.3.4 Essence or function of organizational culture

2.3.5 Elements of organizational culture

2.3.6 Creation, transfer, improvement and changes in the organizational culture

2.3.7 Participation in the development of organizational culture

2.4 Related literature

2.1 Approaches about Participation

2.2.1 Definitions of participation

Participation is a general phenomenon that people in the organization or society participate in the activities in order to build up the co-operation and to achieve the goal. It has wide definitions, and can be connected to a lot of issues, which differs the definitions, based on the issues. For instance, in political terms, there is “political participation of people”, or in economics term, there is “people participation in country development.” (Malinee Srikasikul, 1993 : 18). Moreover, there is “people participation in checking up the environmental reports” in environmental terms or “participation management” in the management terms.

McGregor (cited in Malinee Srikasikul, 1993 : 18) describes that participation comprises of the proper conditions that people use to make themselves influence the decision that affects themselves, and its levels are different. Every person has the freedom to do the things that he is responsible to. Participation comprises the relationships between the organizations or the elements in the decision making. It relates to influences, interaction and information sharing.

International Labour Office (cited in Chan Chuencheewa, 1995 : 8) defines participation that it means co-operating in some work.

Reeder (1974 : 39 cited in Chan Chuencheewa, 1995 : 8) states that participation means participation in social interaction, including participation by people or by group.

White (1982 : 18 cited in Chan Chuencheewa, 1995 : 9) defines that participation comprises of 3 dimensions as follows.

The first dimension is to decide what should be done and how to do.

The second dimension is to participate in the development and to operate as decided.

The third dimension is to participate in sharing the benefits from the operation.

United Nations, Economic and Social Council Resolution 1929 (LV111) (cited in Sawaeng Rattanamongkolmat, n.p. : 1) explains participation that it is the status that all members in the organization have the opportunity to operation and influence the activities and the development and receive the same results from the development. The important characteristics are as follows.

- (1) to participate and operate in the development
- (2) to receive the benefits from the operation
- (3) to participate in the decision and goal setting as well as the policy, planning and activities

Niran Jongwuthiwet (cited in Thanet Jettanadee, 1998 : 15-16) mentions that participation means mental and emotional involvement of a person in group situation. The results of the involvement encourage him to contribute to achieve the goal of the group and to build up responsibility with the group. From the definition, participation then comprises of 3 elements as follows.

(1) Mental and emotional involvement is to involve by self, not only physical or skill involvement. The participator is ego-involved and not only task-involved.

(2) Contribution is that when a participator is involved, he has the opportunity to show off his creation and operation to achieve the goal of the group. It is then more than consent to operate, which is without willingness and creation. Participation is the mental and emotional relationships, which needs interaction between the person and the group.

(3) Responsibility is that when there is emotional and mental involvement and the operation in the group situation, a participator will feel responsible with the group as participation is a self-involved process with the group and the need to achieve the success.

In sum, it can be said that participation is the co-operation added with co-ordination and responsibility.

Co-operation is the intention of a person to work together to achieve the goal of the group.

Co-ordination is the time and chronology that is efficient in operation.

Responsibility is the commitment to the operation and trust.

Therefore, participation means working together with the group to achieve the goal intentionally (co-operation) in an efficient time and chronology, which is proper (co-ordination), and working with commitment to show off trustworthiness (responsibility).

According to the definition of participation, it can be said that participation means co-operation from people or group of people who agree and be responsible or participate in the advantageous activities in order to improve and change into the direction willingly. It can be done by group or organization to achieve the desired changes.

2.1.2 Participation theories

The social theories underlying participation with the hypothesis about human nature can be distributed into 4 theories as follows (Dachler and Willpert, 1978 : 1-9 cited in Nalinee Srikasikul, 1993 : 22-24).

1) Democratic theory is valuable to the democracy with participation as the social ethics. It is the strategy in decision of the society. The formation of participation can be direct participation, which everyone takes part, or the indirect participation by choosing the representative.

2) Socialistic theory wants human to be independent by letting the labour participate in creating and controlling the production. The socialistic system cancels the relationships between wage and labor. The results from the socialistic participation will build up and change the whole social system with the aim to build up the culture among the labours, which is the participation culture that people have the equal rights, opportunity and benefits. It provides the opportunity for human to improve himself. The production is to survive only.

3) Human growth and development emphasizes on participation that it is a method for human development and growth. It supports the organization to build up the structure that provides the opportunity for the members to participate because it is

the psychological development to people and group to create the new innovation, to be efficient in economics and to be productive. It focuses about the individual development that it is necessary for the security and efficiency of the organization.

4) Productivity and efficiency theory states that the participation formation is the technique to solve the problem about differences, dissatisfaction, labors without commitment, decrease in quality and quantity of production, high resignation and unpeaceful situation. The essence of participation is the technique to increase the products and the productivity as well as to avoid the chaos that may happen.

In conclusion, all 4 approaches connect participation in terms of value and application. However, as there are wide issues that cover several phenomena i.e. in interaction in the group, organization and institute as well as the social, economic and political structures, the definitions must specify what the participation is about, who participates, what the participators do and how.

2.1.3 Formation and process of participation

Chatchai Na Chiangmai (1990 : 2) proposes the 4 formations or dimensions of participation as follows.

- (1) participation in decision
- (2) participation in operation
- (3) participation in benefits
- (4) participation in evaluation

Cohen and Uphoff (1980 cited in Wira Duangchoo, 1994 : 31) divides participation in to 4 types.

(1) Participation in decision making comprises of 3 steps: originating the decision, making the decision and operating.

(2) Implementation comprises supports in resources, services and co-ordination.

(3) Participation in benefits is about the material and social benefits or even the personal benefits.

- (4) Participation in evaluatio

Niran Jongwutthiwet (1984 : 188-190) classifies the formation of participation into 3 types based on the characteristics as follows.

(1) Direct participation is done through inclusive organization such as gathering of the youth.

(2) Indirect participation is done through representative organization such as the committee or village committee

(3) Open participation is done through the non-representative organization such as the institutes that provide the opportunity for people to participate at any time.

The dimensions of participation can be divided into 4 dimensions as follows.

1. Prerequisites to participation are the necessities before the participation of people i.e.

1.1 Providing knowledge to people in order that they can realize the problems that relate as well as the knowledge and basic approaches about the problems

1.2 Applying the knowledge efficiently in order to learn about the problems quickly and solve the problems effectively.

1.3 Operating must be efficient.

2. Aspects of participation comprise many levels as follows.

2.1 being a member

2.2 being in the meeting

2.3 devoting the money

2.4 being a committee

2.5 being the president

2.6 what members do during the meeting

2.7 what part they play during the meeting

3. Types of participation comprise 3 types as follows.

3.1 actor who participates in the activities diligently

3.2 recipient who is affected by the activities directly

3.3 public who is people that do not relate directly but be important to the participation

Wanpen Worklang (1991 : 5, 22) studies the participation forms and factors relating to participation as follows.

- (1) participation in meeting
- (2) participation in proposing problems
- (3) participation in developing
- (4) participation in making decision about problem solving
- (5) participation in evaluating
- (6) participation in benefits

The factors affecting participation are as follows.

- (1) personal factors
- (2) leader factors
- (3) good attitudes toward the development
- (4) official factors

Jerm Sak Pinthong (1980 : 272-243) divides the following 4 steps in participation.

- (1) participation in discovering the problem and its causes
- (2) participation in planning
- (3) participation in operation
- (4) participation in evaluation

Bancha Kaewsong (cited in Thanet Jettanadee, 1998 : 20-21) classifies 10 characteristics of participation.

- (1) Classified by the steps of participation
 - step 1 project initiation
 - step 2 project planning
 - step 3 operating
 - step 4 results from the project
 - step 5 evaluating the project
- (2) Classified by the intensity of participation

Level 1. Passive participation is that the participator does not have the authority to decide but conducts as the others decide.

Level 2. Partial participation is that the participator can propose his ideas but the others decide.

Level 3. Real participation is that the idea of the participator is listened and accepted. The decision authority depends on the participator.

(3) Classified by the effectiveness of participation. Effectiveness of participation means the participators understand all or almost all the objectives of the project and the operation that is efficient. This is considered from the effectiveness of the efforts people devote to work. It is measured by the operation to achieve the goal, or it can be measured by sociometry that who devotes to work until it is successful.

(4) Classified by frequency of participation

(5) Classified by the range of the activity. In each activity, a person may participate in the entire activity, a part of activity, or someone may take part in only some part.

(6) Classified by willingness in the participation

Level 1. Willing participation

Level 2. Participation by persuasion

Level 3. Participation by force

(7) Classified by the level of organization

Level 1. The low level means relating to work, which is direct participation.

Level 2. The average level means co-ordination.

Level 3. The high level means the committee who appoints the policy.

(8) Classified by types of participators such as people in the community, community leadership, government official or foreign official.

(9) Classified by types of planning

Top-down planning

Bottom-up planning

(10) Classified by formation of participation

Direct participation

Indirect participation via representative organization

Participation via non-representative organization

As mentioned above, the formation and process of participation are the methods to provide an opportunity to management of a person or group via the organization. There is an observation that the methods are under the assumption or the establishment of the organization.

2.2 Approach and Theory about Organization

2.2.1 Definitions of organization

Lippitt (1982 : 12, 23, 31) mentions that the organization is the system comprises of the sub-system, each of which has its own goal. It is the resource system that is human and complicated things in searching for the goal. The organization composes of human; meanwhile, the building, land, typewriter and computer are only the advantageous tools. The organization that needs progress, survival and efficiency but lacks of human guide is like a nightmare; on the other hand, the essential problem for the success of the organization is human. Generally, the organization is the regularity and predictability in the relationships of human.

Ivancevich, Szilagyi and Wallace (1977 : 10) state that excluding the sub companies, size and shape, all organizations comprise individuals and groups with the same characteristics as individuals and groups. Generally, the formal organizations can be compared to one another, based on their particular characteristics. For example, a characteristic showing important view of the organization is its size. We may count it from the number of managers, patient beds or students that can indicate the size. The general and interesting characteristics of the organization are the formal policy, organizational environment, level of command, centralization and the authors. The environment affects the organization as well. Furthermore, the organization affects the individual and *vice versa*. Thongchai Santiwong and Chaiyot Santiwong (Thongchai Santiwong and Chaiyot Santiwong, 1979 : 44) explain that considering the whole organization in terms of people who gather and groups, the organizations affect one another.

Chris Argyris (1967, cited in Lippitt, 1982 : 26) states the organization is a very complicated system. Some observe that the organization is likely to comprise the activities in different levels, based on the analysis.

Thongchai Santiwong (1980 : 16-17) defines the organization as the gathering of 2 people or more to work as a group in order to achieve the higher and more difficult goal. This is to receive the products to respond the needs of people. It is the vital tool of human and the media to facilitate them, with the limited abilities, to gather in order to increase the ability for more complicated jobs to succeed quickly. It is like the attempt to gather people and other resources to build up the organization. Besides, it is like to enlarge people's potential to work better with less time and effort. The specification principle is employed as well as the exchange.

Blau (1974 : 29) mentions that the formal organization is the survival or existence in the co-operation or the movement in the effort to operate by the proficient people and groups to achieve the goal.

Meanwhile, the behavioral terms consider the organization as the social system. It is the regular form of the relationships between the independent social units. The organization, consequently, is the closed dependent system (Lippitt, 1982 : 32).

In sum, the organization is the unit or place for work with the individuals with the different knowledge, abilities and aptitudes to work together and feel committed. Its objective is to operate in accordance with the goal to achieve it.

2.2.2 Organizational theories

The organization design can be applied to achieve the goal of the organization. There are 3 vital influences affecting the development of the principles in the organization design: the classical approach, the behavioral approach and the contingency approach (Somyot Naveekarn, 1997 : 650).

1) The Classical Approach

Max Weber (cited in Schermerhorn, Hunt & Osborn, 1997 : 244), a famous German sociologist is an originator of the classical approach, which is the government design. He proposes that the big organization can be successful with the correct authorities, the formal authorities and the law, reasonability and chain of command. The organization can be governmental by dividing work, supporting the agent's goodness and managing with the best regulations. According to Weber, the best management must have 5 basic characteristics (Somyot Naveekarn, 1997 : 650).

1. The organization should divide work, and all positions should enter the specialist.
2. The organization should develop the rules and regulations, operation methods to be sure that the operation is the same.
3. The organization should provide the chain of command from the top to the bottom.
4. The administrators should conduct the business with the impersonal method and maintain the distance between them and their inferiors.
5. The employment and advancement depend on the technical proficiency, and the personnel should be protected from the unreasonable fire.

Frederick W. Taylor and Henri Fayol (cited in Thongchai Santiwong, 1980 : 26) are the theorists of the scientific management. Taylor appoints the knowledge that the management is not the operation in the easy or traditional way without a consideration except on the authorities. His intention lies on work and its efficiency. The study then focuses on the criteria establishment and operational method in the factory.

Taylor et.al. (cited in Schermerhorn, Hunt & Osborn, 1997 : 154) find the way to increase the operational efficiency. They study the operation in detail by dividing work into the smallest part and appoint the time and activity that must be done. After that, they train the officials to work repeatedly. The operation is the

effort to indicate the best step, method and circulation of product standard, co-operation by people and machines.

Fayol (cited in Thongchai Santiwong, 1980 : 26) points out that every management must be done with the principles appointed from the careful analysis in order to find the best way that brings about the production efficiency for everyone's benefits. Fayol's attention is that the administrators must operate with the regular principles. The study of Fayol indicates the functions of the administrators and principles of management.

The basic strength of the governmental design is the various characteristics of the model such as principles and employment based on proficiency that can increase proficiency. The governmental design will obstruct the bias as everyone must conform the rules, and the operation and method are clear to everybody. In the meantime, it is not flexible but stable. The changes of the rules are difficult. Moreover, the governmental system causes ignorance in the human and social process in the organization (Somyot Naveekarn, 1997 : 651).

2) The behavioral approach

A crucial model of the organization design is the behavioral one parallel to the human relation approach. The traditional theorists focus on the reasons while the latter ones accept human importance (Somyot Naveekarn, 1997 : 651). The previous method is basic for the behavioral model and the influences of people behaviors are included.

According to the study at Hawthorne by George Elton Mayo and Fritz Rrocthlisberger (cited in Thongchai Santiwong, 1980 : 44-45), the essential influences of the social groups in the organization that happen informally based on the sentiments, which are about the social relationships among the workers. They discover 2 approaches from the study.

1. The workers' behaviors respond both environments: physical environments which are the work environment and the psychological and social

environment. These situations are the informal group, acceptance in individual and participation in decision making.

2. The understanding that the human will behave reasonably is eliminated. The finding is that the human will behave unreasonably but he will behave with emotions, fondness and other satisfaction including fun in work.

The discoveries indicate that the behaviors of people are not reasonable by money only. The workers will not work regularly as appointed because they have the mental needs to be responded. Their behaviors are unreasonable if their mental needs are not responded.

Rensis Likert (cited in Somyot Naveekarn, 1997 : 651-653), a management researcher, discovers after the studies on several enormous companies in order to consider what makes some companies very efficient that the governmental companies are less efficient than the behavioral companies. Likert improves the continuity of 4 types of organization from the analysis on 8 dimensions: leadership, encouragement, communication, commitment, decision, goal establishment, control and goal. One end is the organization that focuses on formal authorities and chain of command (so-called "System 1"), and another end is the organization that focuses on the co-operation between the administrators and the inferiors (so-called "System 4"). Within these systems are the System 2 and System 3 that lie between authorities, management and co-operation between the administrators and the inferiors. Likert thinks that every company should fix on the System 4 (Table 1), and the company should focus on the relationships that support goal establishment and decision making by group.

The behavioral approach has both strength and weakness as same as the governmental approach. The behavioral approach focuses on individual's behavior by emphasizing his value in the organization. However, it is obvious that the best approach does not exist. The best one for an organization may not be advantageous for another organization. Therefore, the governmental approach and the System 4 are replaced by the new approach considering on the situation.

Table 1 System 1 and System 4

Characteristics	System 1	System 4
Leadership	The administrators do not trust the inferiors, support their attempt or provide them an opportunity to decide.	The administrators trust the inferiors, support their attempt and provide them an opportunity to decide.
Encouragement	The administrators feel responsible to the goal achievement. They encourage by force, fear and punishment.	All members feel responsible to the goal achievement. The administrators encourage by rewarding.
Communication	There is top-down communication. The administrators know a little about the problem of their inferiors. They do not communicate much about the goal of the organization.	There is bottom-up and horizontal communication. The administrators know about the problem of their inferiors. They communicate much about the goal of the organization.
Commitment	The members of the organization rarely relate to the others outside their department. They do not participate in teamwork. The inferiors influence the work and goal a little.	The members of the organization usually relate to the others outside their department. They participate in teamwork. The inferiors influence the work and goal much.
Decision	The decision is centralized at the high level. The inferiors do not participate in the decision.	The decision is decentralized. The inferiors participate in the decision.

Table 1 System 1 and System 4 (Cont).

Characteristics	System 1	System 4
Control	The control is centralized at the high level. The information gathered from the check-up is to solve and punish the bad performances.	The importance on the performance is realized all over the organization. The information is used to decide by oneself.
Goal	The administrators search for and appoint the general goal. They do not train their skills to improve themselves.	The administrators search for and appoint the high goal. They train their skills to improve themselves.

3) The Contingency Approach

The contingency approach is applied to the organization because of 2 reasons. There is not the best approach, and the other approaches may not be equally efficient.

Fremont E. Kast and James E. Rosenzweig (cited in Thongchai Santiwong, 1980 : 59), the system theorists, mention about the more correct thing that the contingency approach should be the better method. It is the analytical method that can consider the problem well if it is done correctly and appropriately. It is not too wide or specific. It is the best analytical approach that balance several activities. It is simplistic with specific principles. Moreover, it can consider a lot of complicated issues or unclear ones together.

The best method of this approach provides the opportunity to know the complicated problems in the present organization. There is the good solution by organizing the relationship for the analysis or the appointment of the structure within the scope of the sub-system clearly. This brings about the advantages in the real and correct situation. The contingency approach can provide the answers for all situations the best.

2.3 Approach and Theory about Organizational Culture

2.3.1 Definitions of organizational culture

The terms “organizational culture” or “corporate culture” can be defined as follows.

The organizational culture is the system of shared meaning that the members of the organization are fixed to. It makes each organization different (Robbins 1998, 595).

Belasco (1990, 202) believes that the organizational culture is the way of life of people in the organization. It is the standard that the members must conform.

Sathe (1985, 10) defines that the organizational culture is the model of beliefs, values and attitudes of the members of the organization. The model derives from learning from the colleagues about what is right or wrong, or what should or should not be done.

Schein (1983, 13-14) thinks that the organizational culture is the characteristics and method for working together in order to achieve the goal under the appointed situation. These characteristics and methods derive from the appointment and gathering of the leaders in order to be the standard or behavioral model for the member by force or persuasion.

He believes that the organizational culture is the model or assumption of all activities that the members think, accumulate and develop. The leaders of the organization lead in the appointment. The behavioral model is gathered from the experience through learning in order to struggle with the problems, including the adjustment to the external environment. The operational model must be proper to the behaviors of all members so that they can transfer them to the new generation correctly. This is for the appropriate thoughts, perception and performances while working in the organization.

Siriwan Serirat et.al. (1997, 155 and 551) believe that the organizational culture is the products of the characteristics such as objectives, technology, size, age, labors, policy, success and failure. It is considered the personality of the organization, and is the shared value, belief and habit in the formal structure.

Wantana Korwattanasakul (1996, 17) believes that the organizational culture is about the belief, attitude, value and way of life of people living together. It causes the model or behaviors of people in the organization.

Sittichok Waranusantikul (1991, 18) thinks that the organizational culture is the basic assumption built up and improved by a group whose members face the adjustment problem to the environment or the problem about trouble. The culture will be transferred to the new members so that they have the correct approach for perception, thought and feeling to the problem. Besides, the organizational culture causes the particular characteristics of each organization.

Jongdee Deshsakulsom (1988 : 25) defines that the organizational culture is the pattern of beliefs and expectations of the members of the organization. It is considered the behavioral model of an individual or group in order to achieve the goal, objective, philosophy and policy of the organization.

The researcher thinks that the organizational culture is the pattern, standard or values influencing the appointment of values, beliefs or behaviors of people in the organization. The pattern of values, beliefs and behaviors of the people in the organization, can appoint the organizational culture, in the meantime. It can be adjustable to the internal and external environment continuously in order to facilitate to achieve the goal. The organizational culture can be transferred to the new members.

According to the definitions of organizational culture, the organizational culture has the following important elements (Anderson and Kyprianou, 1994).

1. It is not natural but learned.
2. It is shared by the members.
3. There is transformation or transmission among the members.

4. It is the identification of each organization, which is different. The organizational culture that brings about success to an organization may not do one to another.

5. There are symbols such as materials or performances or some situations in transformation. For example, some organizations use the declaration as the symbol of values and culture.

6. It is the pattern of behavior that guides the behaviors of people in the organization about what to do, how to do, what should or should not be done for the organization

7. It is adaptive or changeable. Although the organizational culture is traditional, it can be adaptive in order that the organization can manage with the external adaptation and internal integration.

2.3.2 Basic principles about organizational culture

Despite the definitions, the organizational culture can be studied from the basic principles of several academicians. Sunthorn Wongwaisayawan (1997, 7-11) summarizes the 3 basic principles as follows.

1. Culture as a variable. The organizational culture is one of the variables in the organization. The others are structure, technology, etc.

2. Culture as a root metaphor. The organizational culture is the idea, beliefs of a group of people, and it is not only a variable in the organization. It is something in the organization.

3. The organizational culture is the behaviors of people in the organization that are showed off. They are the values and ideas underlying the behaviors.

Table 2 Basic principles about organizational culture

Principle 1	Principle 2	Principle 3
1. Culture is only one of the variables in the organization.	1. Culture covers all issues in the organization.	1. Culture is the behaviors, values and ideas.
2. The basic belief lies upon positivism, so 2.1 It focuses on quantitative research. 2.2 It is considered as the concrete behaviors that can be measured. The people do not appoint it themselves. 2.3 It focuses on the level of analysis at the group or organization.	2. The basic belief lies upon phenomenology, so 2.1 It focuses on qualitative research. 2.2 It is considered as the beliefs. 2.3 It focuses on the individual that is the values, beliefs and ideas.	2. It focuses on the practical benefits rather than the philosophy, so 2.1 It focuses on both the quantitative and qualitative researches
3. As it considers the organizational culture concrete, the organizational culture can be controlled or managed.	3. As it consider the organizational culture the feeling and invisible, the organizational culture cannot be controlled or managed but explained or interpreted.	3. It believes that the organizational culture can be controlled or managed at some level.
4. The setters and leaders appoint the organizational culture.	4. All members appoint the organizational culture.	4. The setters, the leaders and the members appoint the organizational culture.

Table 2 Basic principles about organizational culture (Cont).

Principle 1	Principle 2	Principle 3
5. The organizational culture of each organization is similar.	5. The organizational culture of each organization is particular.	5. The organizational culture of each organization is both similar and particular.
6. It focuses on the external behaviors from the five senses, which is materialism.	6. It focuses on the information in the mind, which is individualism.	6. It focuses on the external behaviors and the informational in the mind.
7. The goal is to use the organizational culture as a tool in management.	7. The goal is the organizational culture helps build up more understanding about the organization.	7. The goal is that the organizational culture helps build up more understanding and it can be a tool in management.
8. The theorists are Deal & Kennedy, Kilmann, Saxton & Serpa and Peters & Waterman.	8. The theorists are Gergory, Smircich, Van Maanen.	8. The theorists are Siehl & Martin, Davis and Schein.

Source: Sunthorn Wongwaisayawan. Organizational Culture: Approach, Research and Experience. Bangkok : Profess, 1997. P. 7-11.

2.3.3 Approach in development of organizational culture

Smircich (1983 ; Smircich & Czlas, 1987 : 229 – 263 cited in Sunthorn Wongwaiyasaiyawan, 1997 : 7-9) thinks that the definitions of organizational culture derives from the principles that “culture as a variable” and “culture as a root metaphor.” The first approach thinks that the organizational culture is one of the variables in the organization and it is visible. The others are structure, technology, etc., so culture is something an organization has. The latter principle thinks that the organizational culture is the beliefs in the mind of a group, and it is not only a

variable in the organization. However, the whole organization is the culture, so culture is something an organization is.

Sitthichok Waranusantikul (1991 : 8-9) proposes about the changes of the organizational culture that the psychologists think that whether the changes of the organizational culture is easy or difficult depends on how deep the culture is in the organization.

The first thing to do is the visions of the changes to know which direction and how the organization is oriented to. Meanwhile, the other things to do are as follows.

First, it is to study the history in the organization in order to be the initiation for the changes. For example, how was this company established? Is it a success or a failure? Who are the samples?

Second, it is to find the incentives for the changes such as the new laws, the economic changes, etc. These special incidents can be reasonable reasons to encourage the officials to change.

Third, it is to set up the strategy for the changes. The administrators think about what should be done and when in order to change.

Fourth, it is to communicate to all levels in the organization. In this stage, there must be a project or motto to communicate with the officials and customers.

Fifth, it is to systemize the organization to support the changes. The changes must be better than the previous system such as rewarding, praising, etc.

The cultural changes must be at the behavioral norms which are concrete. The top-down method can be used to do although it is unwilling. After that, the values are changed by the participation, and it takes time to change to coincide with the expected behaviors.

The necessary conditions for changing the organizational culture are as follows.

1. The strategy and its elements must be specified and obvious. They must also be comprehensible.
2. The present organizational culture must be analyzed seriously about how it is.

3. The strategy must be reviewed to check up within the present cultural environment to know where the cultural risks are.

The strategy of organization lies upon the external environment. The organizational culture should coincide with the strategy of the organization. If the external environment and strategy needs good services to the customers, the organizational culture must encourage the good services.

In the management of the organizational culture, culture has two levels. The first one is the core culture comprising of values and beliefs. It influences the human behaviors in the work and outside. It is about the mind which is hard to observe, and it is the cause of the external culture, which can be observed easily. Second, the external culture or observable culture. In the organization with the strong culture, the culture can be observed and strong enough to communicate.

There are 3 methods for developing the organizational culture. First, it is the change to the new organizational culture. Second, it is the improvement of the present organizational culture. It is to change the organizational culture little by little. Third, it is the creation of the new organizational culture by using the unexpected values or beliefs into the organization.

From the study, a lot of academicians think that the development of organizational culture is to manage the present organizational culture. If the present culture is the best for the organization, the administrators should build up its strengths by rewarding the coincident behaviors. If it is needed to change, the administrators should encourage the members to realize the essence of culture and build up the new visions about what it should be. Then the new organizational culture can be improved.

In sum, the development of the organizational culture is the management of values and norms in the organization, which are internal with a consideration on the external environment as the organization is opened. The administrators can use 3 methods: changes, improvement and creation in the development. The results can yield up the external organizational culture which is observable to be beneficial to the efficiency and growth.

2.3.4 Essence or function of organizational culture

The organizational culture is important as its functions are as follows (Sunthorn Wongwaisayawan 1997).

1. Support the behaviors that the members accept.

As the old and new members of the organization must communicate with each other, the new members must learn about the appropriate operation (organizational culture) from the old ones or from learning by experience or observation. They must learn about which operational method is praised or rewarded and which is punished. The new members will learn until they know the traditional way.

2. Organize the organization.

If the members learn, understand and accept in the operational method, they will fix it to their operation or behaviors. Then it will be the norms of the group that the members behave. Anyone who breaks the norms will be punished in various forms. It can be said that the norms are a part of organizational culture that helps set up the criteria to the members to think and do systematically, and the organization can be smooth and systematic. The norms can be used as the standard that which method is appropriate or not. Deal and Kennedy (1982) mention that the criteria in the culture are informal norms that the members learn and behave to be accepted by their colleagues.

3. Define the surrounding behaviors.

When the members understand and accept the organizational culture, it can help the members understand the reasons of behaviors and existence in the organization. The comprehension of behaviors in the organization is to discriminate the members from the others because only the members or the familiar ones can understand the definitions of the behaviors.

4. Reduce the decision necessity in the regular activities.

The organizational culture is the values, beliefs and behaviors that the members behave regularly. Consequently, the members can do the activities automatically without a decision about what and how to do. Some governmental or private organizations have the tradition to collect the money from the officials to buy

a present for the superiors on their birthday and new year. The collection is the annual tradition that the members know how and when to do.

5. Solve the problem and respond the basic needs in the organization.

Another vital function of organizational culture is to solve the basic problem for the survival of the organization. Schein (1992) thinks that all organizations have 2 basic problems to solve: external adaptation and internal integration. The function of organizational culture is to solve the 2 problems. The function can be divided into sub-functions in Table 3.

Table 3. Details of external adaptation and internal integration.

External adaptation	Internal integration
<ol style="list-style-type: none"> 1. Appoint the main mission and strategy. 2. Appoint the goal. 3. Appoint the method. 4. Appoint the measurement to achieve the goal. 5. Improve if failure. 	<ol style="list-style-type: none"> 1. Make the members understand and agree. 2. Appoint the qualifications of members and criteria in entering and exiting the organization. 3. Provide the authorities and situations to members. 4. Develop the norms of familiarity, friendship and fondness among the members. 5. Appoint the rewarding and punishing criteria. 6. Define the ideal and beliefs.

6. Point out the operation and behaviors.

When the organizational culture is checked up through time until it is accepted by some members that it can solve the basic problems of the organization. It is transferred to the new members to learn that it is the appropriate way to use in the organization (organizational socialization). The socialization is aimed for the new

members to learn and adjust themselves to the organizational culture and to accept the operational method for behaviors. The organizational culture can exist then.

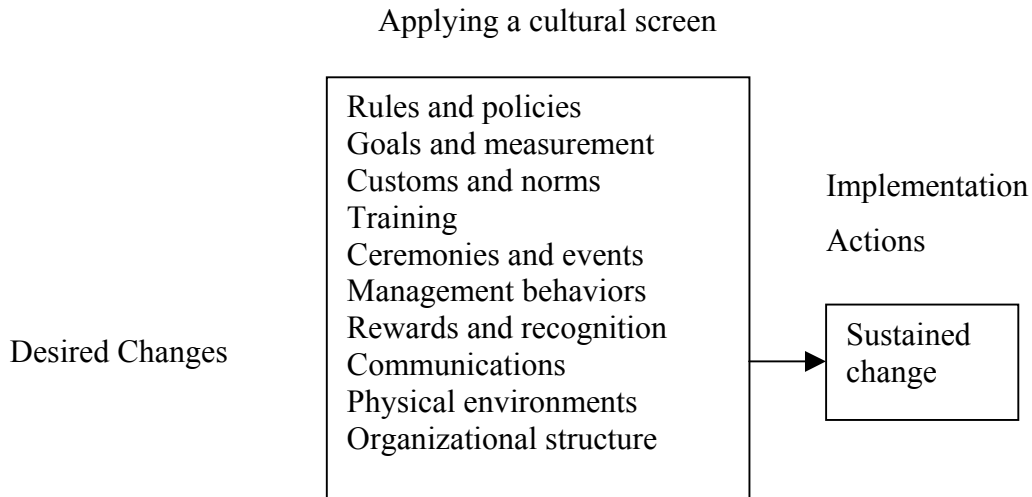
7. Build up the identity among the members.

The organizational culture helps the members realize that they are in the same group because their values, beliefs and behaviors are similar and identical. The things that make them feel that their group is different from the others are such as dressing, work duration, operational method, performance and image, etc.

Furthermore, Galbin (1996) mentions that another importance of the organizational culture is to help the changes exist. The administrators need to consider about their organizational culture before changing anything in the organization. The changes will then be appropriate to the organization, then it exists. The organizational culture comprises of 10 following factors.

1. Rules and policies
2. Goals and measurement
3. Customs and norms
4. Training
5. Ceremonies and events
6. Management behaviors
7. Rewards and recognition
8. Communications
9. Physical environments
10. Organizational structure

As indicated in Diagram 1, these factors are just suggestions and the organization needs to consider its own context.

Diagram 1. Changes in the organization through organizational culture

Source: Galbin (1996, 85)

The importance of organizational culture as Sunthorn Wongsaiyawan proposes accords with Gutknecht (1982) who states that the organizational culture has at least 3 functions.

1. It is the norm to build up rules and regulations. It helps the members have the social rules in the interpretation or behaviors towards the problems.
2. It is the incentive. It helps the members to have faith and encourage them to adjust their characteristics to coincide with the organizational culture.
3. It is the tool. It helps the members to communicate and then the organization can achieve the goal.

2.3.5 Elements of organizational culture

1. Organizational environment

Each organization has the different environment because it has the different market characteristics, depending on the products, rivals, customers, technology, influences from the government and politics. That the organization succeeds must need operation or activities appropriate to environment or market. Some companies, for instance, focus on sales; some focus on production. It can be said that the

environment of the organization can indicate what to do to succeed. Consequently, the environment of the organization considerably influences the organizational culture. The organization focusing on selling the same products can be successful if its culture is good money and hard work in order that the sale department focuses on selling.

2. Values

The values are the basic approaches and beliefs. They are like the heart of the organizational culture because it indicates that if a person does something, he will succeed. They then help build up the success standard of the organization to achieve the goal.

3. Hero or heroine

The people who are heroes or heroines reflect the cultural values and be the model for the other personnel. Several organizations then try to praise the good officials as the heroes or heroines. They must be punctual and diligent. The organization believes that the other personnel would try to imitate the behaviors. Some organizations with the strong culture may have several heroes in various forms; however, all of them are the role models who show of behaviors that should be imitated.

It can be said that the heroes or heroines are the leaders of the organization who makes up and improves the patterns in the organization. Any organization with the potential leaders will take the organization to the goal (Wirat Buakhaw 1994).

4. Tradition

Each organization has its system and pattern that show its personnel about the expected behaviors. The systems and patterns are ceremonies or traditions that are done regularly such as the retirement party, the reward to the good personnel, etc.

5. Cultural net

The cultural net is the way of communication, both formal and informal. The formal one is the communication by chain of command of the organization or by the structure; meanwhile, the informal one means the communication that is not about the chain of command such as the communication between colleagues or the gossips, etc. The personnel usually believe what they learn informally rather than formally.

Nevertheless, the cultural net is important to the transformation and exchanges in the affairs of the organization as well as to the correct perception and understanding of the values, beliefs and traditions of the organization. The organization must use the cultural communication to be the most advantageous in building up the strong culture.

The cultural communication is both literal and verbal such as the reports, the brochures, the annual reports, the philosophy, the policies, the announcement, the exhibitions, the posters, the meetings, the seminars, the interview or the declaration.

2.3.6 Creation, transformation, development and changes of the organizational culture

1. Creation of the organizational culture

The creation of the organizational culture is the origination of using the new values, beliefs and approaches into the organization. It is likely to happen during the establishment of the organization. The creation of the organizational culture is like the establishment of the values, beliefs and approaches of the organization in advance.

Siriwan Sereerat et.al. (1998) mention that mostly the creation of the organizational culture is caused by the setters. They would think about what the organization should be like to apt the environment and business. Then the traditions and behaviors of the personnel are appointed in order that the personnel behave as the organization expects. In the creation of the organizational culture, the setters or leaders must realize its importance by communicating, transforming and transplanting the values, beliefs and approaches to the personnel frequently in order that they will fix to and behave seriously and continuously.

2. Transformation of the organizational culture

Generally, the organization would try to transform and maintain the organizational culture. Robbins (1998) states that there are 3 methods in the transformation.

2.1 Selection

2.2 Actions of top management

2.3 Socialization methods

2.1 Selection

Selection is the transformation method that is very popular as it is the process to select the applicants to work in the organization with the consideration on the appropriateness in knowledge, skill, ability and values as well as the work characteristics. The selection is the method to maintain the organizational culture and it is the guarantee in keeping the personnel within the organization. However, the organization must select the applicants who are likely to have the similar or same belief, idea, operation and experience as well as the values and needs of the organization.

Wanous (1992) explains that a method to select the personnel with the mentioned qualifications is to apply the Realistic Job Preview (RJP) in the selection. It is to communicate to the applicants about the real information, both in the good side and bad side of the job and the organization. This is for them to have an image and expectation of the job and organization. For example, in the selection of an engineer to work in the sea, the selectors may tell the applicants about the real conditions in both good and bad sides about the job as well as the operational culture and the life in the sea. Then they can provide the opportunity for them to decide to ask and decide whether they can accept the operational condition and culture in the mentioned environment.

RJP is the two-way communication. The organization gives the information about the job and organization, then provides the applicants to ask more before deciding whether the job and the organizational culture are of their needs, aptitudes and values. Some applicants may resign after they consider the information and think that the job and the organizational culture are not of their aptitudes or personal values. The RJP can increase the opportunity for the organization to select the personnel who are likely to accept the organizational culture easily in order to maintain the organizational culture and transform it to the new members.

Even though RJP may increase the opportunity to select the personnel with the similar values and beliefs, the application has some limitations. For example, when the unemployment rate is high, the applicants may accept to work in the

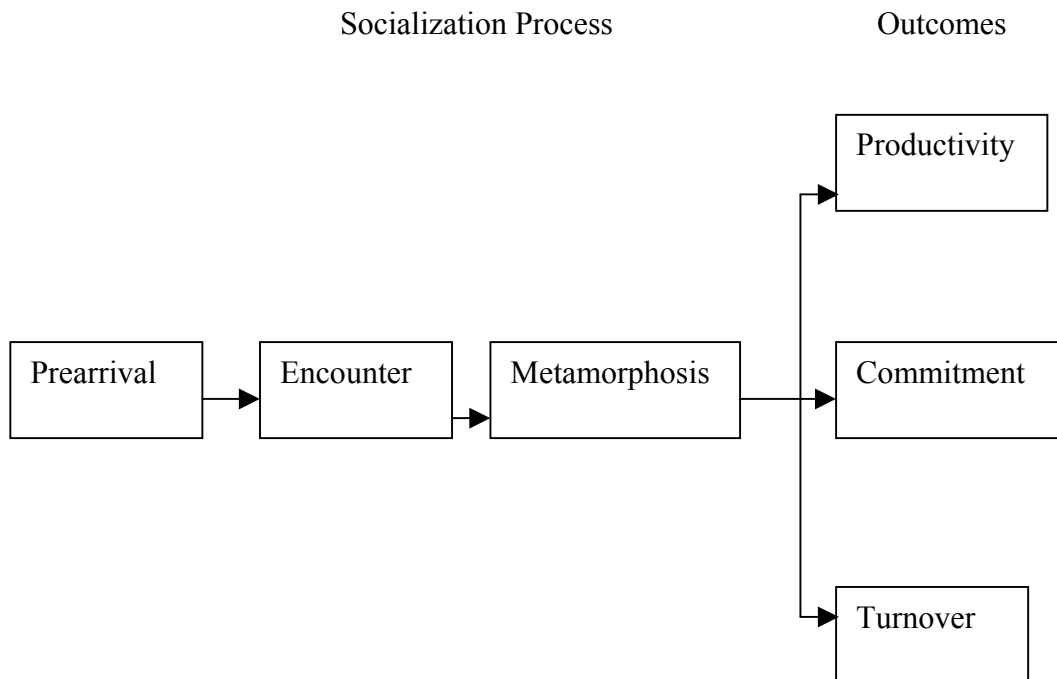
organization although they know that they cannot get along with the organizational culture. This is because the applicants do not have many alternatives, so they accept to work to use their experience for applying to the other organizations. Besides, the selectors who provide the information about the job and the organization may give only some real information or about the good side only. The applicants, consequently, do not receive enough information to consider correctly whether they are appropriate to the job and the organization.

2.2 Actions of top management

The transformation of the organizational culture must be supported by the senior administrators of the organization seriously although they are not the setters. This is to communicate the expected behaviors in the organization vividly. The seniors administrators must put importance on the organizational culture and must improve the organizational culture to accord with the situation as well as accept the ideas of most officials and society that influences the organizational culture. This is because the organizational culture is a part of the social and national culture.

2.3 Socialization method

The perception of the organizational culture is a social learning process. When the personnel enter the organization, they must learn and adjust themselves to the organizational culture. The adjustment can be called “socialization” that comprises of 3 following steps.

Diagram 2 Socialization method

Source: Robbins (1998, 608)

The first prearrival stage is the learning process before the personnel enter the organization. They will expect about the job and environment of the organization. During the selection, some applicants may know some information about the organization from various sources such as their acquaintances or newspapers, etc. They then expect the next roles of their duties if they are selected, and the predicted roles function like the socialization method in their thoughts and mind that the environment of the organization must be like this or that. After that, they will prepare themselves to face the situation, and if it really happens, the personnel can adjust themselves more easily.

The encounter stage is when the applicants can enter the organization. They then see the real situation in the organization whether it is like what they expect. If it is not as expected, they must change their behaviors to apt the organizational culture, needs and conditions of the organization. If they cannot do it, they would eventually resign.

The metamorphosis stage is when the new personnel can adjust themselves to the organizational culture and other environment until they accept them as the operational method. They are then accepted by their colleagues and superiors about the ability, trustworthy and efficiency, so they will be more self-confident and can work successfully as well as understand the rules and be ready to be evaluated with the organizational standard. The successful metamorphosis stage affects the productivity and commitment to the organization positively. It can also help reduce the resignation from the organization.

Nevertheless, from the above divisions, Robbins calls this stage “mutual acceptance.” Both the personnel and the organization show of some signal that they accept each other. The signal showing that the organization accepts the personnel is in various forms. For example, the superior evaluates the performances of the personnel in the positive way. The superior assigns more challenging work. The personnel know some secrets of the organization. Meanwhile, the signal showing that the personnel accept the organization is that they are enthusiastic to work and devote themselves to work or improve their performances, for instance.

For the methods that the organization employs or guides the personnel to accept the organizational culture, Feldman (1989) proposes as follows.

- Ceremonies and parties

Normally, the organization has the ceremonies or parties in various forms such as rewarding the excellent personnel, congratulations party to the promoted personnel, etc. The organization holds up these ceremonies because of 4 reasons.

(1) They are to praise the personnel who perform and behave as the organization expects.

(2) They are to thank the personnel who underlie the success of the organization.

(3) They are to symbolize the communication to all the personnel that anyone having the expected performances and behaviors is likely to be rewarded and recognized to public. This is to emphasize all personnel to realize which kind of performances and behaviors are accepted by the organizational culture.

(4) They are to build up the relationships among personnel.

- Orientation

The orientation is to guide the new members about the affairs in the organization such as history, policy, structure, organizational culture, administrators, superiors, job as well as the equipment. Its main aim is to build up the knowledge, understanding and good attitudes in various aspects so that the personnel can adjust themselves to the organization more easily and quickly. The orientation is a method the organization employs in socialization.

- Training

The training program is done by the organization to help the personnel learn about the correct thinking method and the appropriate behaviors, then they can be valuable and efficient to the organization. In the past, training was mainly aimed to build up or increase the operational skills for the personnel. However, the present one is for the personnel to learn the other aspects such as teamwork, solving the problem, appropriate behaviors including the values and beliefs of the organization.

During the training program, the organization may transform the organizational culture by direct communication to the personnel such as lecture, viewing videos. Otherwise, the personnel may ask from the experts who are the personnel in the organization. Besides, they may learn about the organizational culture by interpreting from the behaviors during the training program. For instance, they may learn from punctuality of each expert, the way the experts dress, evaluation method or content and training duration. These can indicate the operational norms, managerial efficiency and operational environment in the organization.

- Rewarding and punishment

The organization tries to use the operational evaluation, reward and punishment as the tools for the personnel to learn about the organizational culture including the operational method and behaviors. With this way, the personnel can learn by observing that which operational method and behaviors are supported and rewarded and which ones are punished. Then they can learn about the values, beliefs or norms and behaviors in the organization.

- Model from excellent personnel and superiors

Several organizations select the monthly or annually excellent personnel. These personnel are praised or rewarded variously, and the organizations are likely to

use them as a tool for the new personnel to learn about the operational method and behaviors. It can be said, on the other hand, that the organization uses the excellent personnel as the symbol communicating to the personnel about the values, beliefs, operational method and performances that it expects.

- Tales in the organization

The organization can emphasize about the organizational culture through the tales about struggling with the obstacles of the setters or important administrators who help it successful (Robbins 1998). The transformation of the tales can be done during the orientation, training or ceremonies in order to emphasize or remind the personnel about the values, beliefs, ideas and operational methods of these people, which can be used as the operational method.

- Organizational song

A lot of organizations have their own song. They can use the song together with other methods to socialize the personnel to realize the values, norms and behaviors that they expect from the personnel.

- Contest or competition

Some organizations may organize the contests or competitions in servicing the customers. The competitions may convey some meanings to the personnel that which performance it expects. However, rewarding is not during the competition only, but from the regular work and the evaluation by the superiors.

From the mentioned socialization method, the organization may socialize the personnel by communicating them about the organizational culture directly or via symbols. The reason that the organizations use symbols in communicating about the organizational culture is that the symbol such as songs or rewarding ceremonies can be accepted more and recognized longer than the direct communication. Moreover, the values, beliefs and behaviors that they expect from the personnel can be communicated via symbols more easily than utterances or writing because the personnel can have more obvious and concrete views. The quality of products and services may be conveyed to the personnel through contests better than utterances or writings. Therefore, most organizations use both direct and indirect communications through the symbol in socialization. The symbols, however, may have some bad

points. For example, one symbol can be interpreted variously, so the personnel may interpret it wrong.

3. Development and changes of the organizational culture (Krit Suebsan, 1995)

The development and changes of the organizational culture means the changes in the behaviors of people all over the organization because they are to change the values, traditions and customs. The development or changes of the organizational culture take a long time and high expenses such as the expenses for the counsellors, the time that is spent for the adjustment of the personnel. Besides, the organization may encounter the conflicts from the personnel.

The methods that the organization can manage with the conflicts in the development or changes in the organizational culture are as follows.

- Use the influences of commitment between persons. It is to make all people in the organization agree about the changes by the natural relationships among friends as everyone needs acceptance from colleagues. Only a few need to live alone. This method is then vital to the changes of the organizational culture efficiently.

Besides, the junior administrators of the organization are crucial to the transformation of the values, patterns and new methods to the real performance in the operation. The senior administrators must build up correct understanding among the junior ones about the objectives in changing and developing the organizational culture and the real content of the new organizational culture. They may use meeting, contest or rewarding to be the way in making an understanding and encouraging the other personnel. Importantly, the senior administrators must be good samples in the operation and behaviors.

- Use sincerity in the improvement of the organizational culture in order to make the personnel trust and co-operate in improving themselves to the need of the organization.

- Build up the skill and train the personnel in advance before the development of the organizational culture because it is a good opportunity for the personnel to train about the new organizational culture.

- Provide time for the personnel in familiarizing with the development of the organizational culture because it is not easy to change the organizational culture but takes time.

- The successful development of the organizational culture must derive from the participation of all personnel in order to adjust or apply the culture to be proper to the daily operational environment. The administrators should only guide them about the changes. For example, they just point out which direction the changes should go. Then they provide an opportunity for all personnel to take part in the changes. The personnel can adjust the approaches about the changes appropriately and coincident with their needs.

It can be said that the development and changes of the organizational culture must be done reasonably and they need participation from the personnel, support from the administrators and communication. The changes can succeed easily if they bring about the advantages of the personnel and the organization. The organization can convince the personnel to accept.

However, the development and changes of the organizational culture should be done if the previous one does not support the organization to achieve the goal or the internal and external situations force the organization to change the organizational culture so that it can exist in those situations.

The development and changes of the organizational culture must be done systematically with the clear pattern, and they must realize the long-term outcome importantly. The outcome can be either concrete or abstract. Sitthichok Waranusantikul (1997) proposes the 4 steps in the development and changes of the organizational culture.

Step 1. Analyze the present situation and set up the objectives.

This is the preparation or the search for information about the present organizational culture in terms of the approaches of the setters, values, and rewarding or punished behaviors through interview and observation from the situations in the organization in order to consider the norms and living.

Step 2. Start the changes.

This step must provide an opportunity for all administrators to know, express their ideas and help in the development and changes. Mostly, the seminar to

build up participation and support is popular. It is done by open-ended questions. For instance, as you are an administrator, how can you help for the changes? What does your department do?

The heart of this step is to win the administrators' hearts. They must have the good attitudes, agree to the changes and think that they are the owners of the changes.

Step 3. Do the changes.

This step is to apply the plans seriously. The plans must be done in four levels.

1. For the individual level, all the personnel must know the objectives of the changes of the organizational culture about their roles and status. They should be helped to show off the behaviors that coincide with the new organizational culture by giving them feedback to know that their behaviors are in the expected directions or not. The organization should set up a training program in order to support the changes.

2. The group level is vital because when people are in the group, they are likely to accept the group opinion. The development of the group to accept the changes can influence the people in the group then.

3. The administrator level is very influencing to the changes of the organizational culture. If the administrators do not behave coincident with the new organizational culture, the changes cannot happen. This is because the administrators usually appoint the ideas and behaviors of the personnel to coincide with the organizational culture that they behave.

4. The organization level must check up whether the structure, the policy and the rules as well as the operation coincides with the new organizational culture. If they do not, they must be changed to apt the new organizational culture. There should also be public relations especially in the policy and rules about the personnel management which affect them directly such as about the selection, promotion etc.

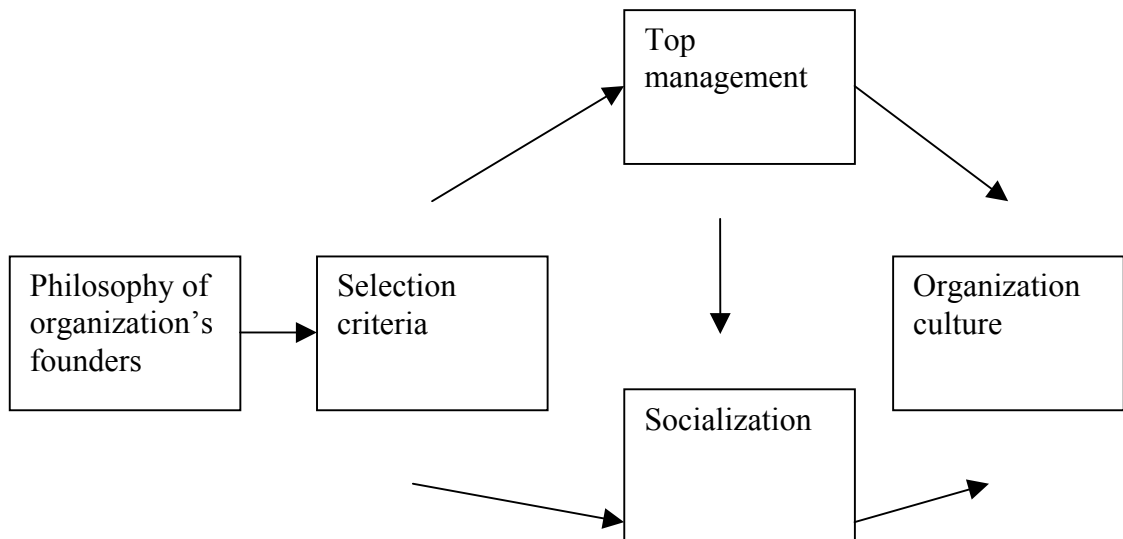
Step 4. Evaluate and improve.

When there are changes, there must be the evaluation what they bring about and how, or whether they accord to the objectives. Then the results can improve the changes in order to get the best outcomes. This step usually comprises of praises in

the success, specification of the improvement part, set up the strategy for the improvement, encouragement for the personnel to take part, conduction of the plan and evaluation.

It can be concluded that the factors influencing the creation, transformation, development and changes of the organizational culture are the philosophy, selection, senior administrators and socialization. Robbins (1998) proposes a diagram as follow.

Diagram 3 History of organizational culture



Source: Robbins (1998, 610)

The process, step and method in transformation, creation, development and changes of the organizational culture are the ones that the organization can apply. However, they must be done carefully and reasonably and they must consider about the appropriateness in the context of the organization as each one has the different philosophy, vision, mission, goal, business, personnel, technology and the needs of the founders. Some organizations, for example, focus on quality of the products while some focus on the quality of service. Some may focus on the sales or profits. The organization must adjust the process and method in the creation of the organizational culture to be used in the different contexts.

2.3.7 Participation in the development of the organizational culture

As the organizational culture is considered the norms in the operation of personnel, naturally it is not stable but changing in the changes of the organization that are from the external factors. It is accepted that the changes, if there is not declaration or making an understanding, or it is contradict to the previous organizational culture, can be rejected. Sorat Sansiripan et.al. (1993 : 5) study and summarize that the misunderstanding is caused by.

1. They lose the advantages.
2. There is no encouragement from the inferiors such as the promotion, salary or obligation.
3. There is failure in the public relations of the order, communication, disciplines and success.
4. There is selfishness.

The International Institute for Labour Studies summarizes the good results from providing an opportunity for the officials to participate that it is to support the use of human resource efficiently (ILO, 1984 : 17 cited in Nalinee Srikasikul 1993 : 15).

1. Their ideas are beneficial for the organization.
2. The decision of the top management must use the central information.
3. The officials accept the decision that they take part.
4. They will be more enthusiastic to work if they participate in the decision that affects them.
5. They will work more carefully because they know the decision of the administrators.
6. The participation makes them have good attitudes towards teamwork, which can reduce the conflicts.
7. The participation encourages the efficient management.

Pateman (1970 : 67-71 cited in Nalinee Srikasikul, 1993 : 28) separates the participation into 3 aspects as follows.

1. Full participation means the individual makes the decision and has the equal authorities in considering the results.

2. Partial participation means the participation that the groups influence one another in decision making, but there is only one group that decides. The officials can take part in only some parts. Finally, the decision depends on the administrators. (However, in some cases, the authorities are on the officials.)

3. Pseudo participation means the situation that the officials are informed about the information affecting the decision that is done by the administrators. It is believed that the communication to the officials or the declaration will make them agree with the administrators. This kind of participation is not the way to decide, but it is a technique to convince them to accept the decision and try to make them feel that they participate. Actually, it is to make the decision acceptable by informing them to ask or discuss in order to make up the participation and reduce the conflicts.

Bernard (1996, cited in Paiboon Changrean, 1989 : 37) proposes the idea about the organization that considers human as the center of administration. He writes about the authorities and responsibilities of the superiors, needs of the officials which are visible and invisible. These needs are considered the basic of operation. The equilibrium of the organization is that the people will be with the organization as long as it can satisfy them (inducement-contribution). The participator must operate as long as they think that the benefits are equal or more.

When the officials take part in the decision and be responsible for it, there is the discussion about the differences between the co-operation and codetermination. The co-operation is that they can participate in the decision but the final step is done by the administrators. In the codetermination, the representatives of the officials are responsible together with the administrators by making the decision and objecting the decision.

According to the approach and theories, the researcher has employed them to set up the independent variables such as participation in the development of the organizational culture, acceptance from the administrators, information perception and awareness of the problem.

2.4 Related Researches

It is found that there is not a research about the participation of the officials in the development of the organizational culture. In this part, the most related ones will be mentioned.

Chuen Srisawat (1989 : abstract) studies that participation of the community leaders in developing the community: a case study from Bandongkeng and Banchumsaeng in Jomporn, Surin. It is found that the community leaders take part by thinking, meeting, planning, evaluating and finding a new job.

Worapot Suthisai (1993 : abstract) studies the organizational culture and the administration by Douglas McGregor and finds that the organizational culture of the organization that the administrators think about Theory Y facilitates the work more than the one about Theory X in terms of environment, being the leader and operational results. Theory Y facilitates the work more than Theory X in terms of values, philosophy and history of the organization.

Nalinee Srikasikul (1995 : abstract) studies about the officials' participation in the factory: a case study in the textile industry. She discovers that the officials can participate most in informational perception, following by counselling, decision making respectively. The method that they can participate is via the representatives and the labor force. The factors obstructing the participation are the center of decision, assignment, technology, high competition and education.

Nantawat Supattananon (1996 : abstract) studies the factors influencing the operation of the project in legal aid for the high judgement office. It is found that the knowledge and aid cannot be distributed to people in every village. They just can help them to have the basic knowledge to help themselves legally and reduce the conflicts in the village by the external factors such as attitudes, care, sincerity, management, leadership, policy and external resources.

Pornprapa Sowan (1996 : abstract) studies about the employee commitment: a study from the oil businesses. It is found that the administrators in the human resources in all organizations put an emphasis on the employee commitment, and it is advantageous for the organization if its employees feel highly committed. The way to build up commitment does not focus only on the officials but also the environment. Besides, the administrators state that the employees highly feel committed has more advantages. In the future, the commitment is more important as there is much competition. The people are likely to feel less committed because they have many opportunities and the more advance technology.

Paiboon Pawngern (1996 : abstract) studies about the participation of people in the operation of the saving group for production. He finds that age, education, marital status, living duration in the district, membership duration, position, occupation, rights in the land and support from the group affect the participation.

Prapaporn Luangchauichok (1996 : abstract) studies about the relationship between perception in the organizational culture with Hoffstad's theories in 1980 and the employee commitment from 400 samples. The officials feel that the real organizational culture is different from the expected one in terms of feminism.

Sumalee Manotnaruemon (1996 : abstract) studies the characteristics of Thai society, organizational culture and efficient leaders in the junior administrators of telecommunication businesses. She finds that the Thai society coincides with the organizational culture with the emphasis on the authorities, ethics, individuality and masculinity. The characteristics of the leaders focus on future and success.

Kitti Singhapad (1998 : abstract) studies the organizational culture and the leader characteristics in free TV business: a case study from ITV television. It is found that the efficient leader characteristics and organizational culture focus on the success and future. The efficient characteristics of the leaders do not relate to the organizational culture.

Nithi Suthibunga (1998 : abstract) studies about the elements of the organizational culture in the Thai civil. It is found that there are 9 aspects of organizational culture: performance consideration, individualism, ethics, service department, democracy, pride in the occupation, disciplines, consideration on people and success. The officials in different ministries know the different organizational culture in 8 elements except the pride. The male and female officials are not different in any elements. The officials with the different education and positions are different in 5 elements: individualism, ethics, democracy, pride and discipline.

Patipan Jumpa (1998 : abstract) studies about the participation of the members in the operation of the saving group in Jantaburi and Klung. The factors that relate to the participation with the statistical significance are the gender, age, informational perception, benefits and attitudes.

Aree Petcharat (1998 : abstract) studies about the perception of organizational culture and the commitment in insurance businesses in Thailand, America and Japan. She finds that the personal factors i.e. age, gender, duration, position and education do not affect the perception.

Petai Penprayoon (1999 : abstract) studies about the importance and participation of the government and private committees in the social and economic development. It is found that:

1. The levels of the importance and participation of the government and private committees are average.
2. The roles of the committees from Ratchaburi and Ubonratchathanee are at the average level, but the committees in Ubonratchathanee have the projects that cover the social and economic development.
3. The government officials put an emphasis on the social and economic development more than the private ones.
4. The environment, type and personal factors do not affect the importance and participation of the officials.

Weerachai Kamlan (1999 : abstract) studies the participation in community development of the district organization members: a case study from Deshudom in Ubonratchathanee. The factors affecting the participation are income, position, membership in the politics and knowledge in the operation. The ones not affecting are age, marital status, education, occupation, type of members, experience and duration.

From the literature review on the participation in the development of organizational culture, the researcher has employed it as the scope of study. It can be summarized that the participation is from the people or group who agree to develop and change into the expected direction willingly. In this study, the researcher focus on personal factors i.e. age, gender, education, position, duration and the factors affecting the participation i.e. the needs to develop the organizational culture, informational perception, acceptance of the participation, awareness of the problem. These factors are appointed the variables of the study as shown in the literature review.

CHAPTER III

RESEARCH METHODOLOGY

The study about the participation of the officials in the development of the organizational culture: a case study from the department of legal aids and right protection is a descriptive research from survey studies. The methodology is as follows.

- 3.1 Population and samples
- 3.2 Instrument
- 3.3 Instrument evaluation
- 3.4 Data collection
- 3.5 Statistics for the study

3.1 Population and Samples

The population of this study is 259 officials working for the department of legal aids and right protection in the center and regions. Forty of them are from the center, and the others are from 73 provinces, 3 from each.

3.2 Instrument

In this study, the researcher uses the questionnaire as the instrument in data collection. It is constructed from the approach, theories and related researches. The others' questionnaires are improved and adapted to coincide with the study. The questions are in 5 following parts.

Part 1 is about the general information i.e. age, education, gender, rank, operational duration and position.

Part 2 comprises the questions to measure the officials' opinions based on the factors relating to the participation in the development of the organizational

culture. The questions are both positive and negative about the needs to participate in the development of the organizational culture, acceptance of the administrators and awareness of the problems. They are in rating scale and the answers are scored by the following criteria.

Positive questions	
Level of opinion	Score
Strongly agree	5
Agree	4
Disagree	2
Strongly disagree	1
Negative questions	
Level of opinion	Score
Strongly agree	1
Agree	2
Disagree	4
Strongly disagree	5

The opinions are leveled by the mean in order to investigate the hypothesis.

1. Needs to participate in the development of the organizational culture

Low needs to participate	Less than $\bar{X} - S.D.$
Average needs to participate	Between $\bar{X} + S.D.$
High needs to participate	More than $\bar{X} + S.D.$

2. Acceptance from the administrators

Low acceptance	Less than $\bar{X} - S.D.$
Average acceptance	Between $\bar{X} + S.D.$
High acceptance	More than $\bar{X} + S.D.$

3. Awareness of the problem

Low awareness	Less than $\bar{X} - S.D.$
Average awareness	Between $\bar{X} + S.D.$
High awareness	More than $\bar{X} + S.D.$

Part 3 is the questions about informational perception from the sources. The frequency of perception is appointed the score with the following criteria.

Usually	3 marks
Sometimes	2 marks
Never	1 mark

The informational perception is leveled by the mean in order to investigate the hypothesis.

Low perception	Less than $\bar{X} - S.D.$
Average perception	Between $\bar{X} + S.D.$
High perception	More than $\bar{X} + S.D.$

Part 4 is the questions about the participation of the officials in the development of the organizational culture. The questions are about the participation in the activities: participation in decision and participation in operation. The frequency of participation is appointed the score with the following criteria.

Usually	3 marks
Sometimes	2 marks
Never	1 mark

The participation is leveled by the mean in order to investigate the hypothesis.

Low participation	Less than $\bar{X} - S.D.$
Average participation	Between $\bar{X} + S.D.$
High participation	More than $\bar{X} + S.D.$

Part 5 is 2 open-ended questions. The samples can express their ideas about problem and suggestion.

3.3 Instrument Evaluation

1. The content validity is checked up by the experts and thesis committees who review and check their contents.

2. The reliability is tried out with 40 officials in the High Judgement Offices in order to investigate its reliability with Cronbach's Alpha Coefficient.

It is found that:

1. The reliability of the questionnaire to measure the level of opinions based on the factors relating to the participation in the development is 0.7026. This means the questionnaire can be reliable by 70.26%, which is enough for data collection.

2. The reliability of the questionnaire to measure the informational perception is 0.9074. This means the questionnaire can be reliable by 90.74%, which is enough for data collection.

3. The reliability of the questionnaire to measure the participation of the officials in the development is 0.9164. This means the questionnaire can be reliable by 91.64%, which is enough for data collection.

3.4 Data Collection

1. The letter from the Graduate Studies is presented in order to ask for the co-operation in data collection.

2. The researcher brings the revised questionnaire to the sections in the department of legal aid and rights protection. The questionnaire is distributed to 40 officials in the center and 219 ones in the provinces. Then the researcher herself collects the questionnaire in the center. Meanwhile, the officials in the provinces return the questionnaire by post.

3. The questionnaire is checked in terms of completeness and analyzed statistically.

3.5 Statistics for the Study

The data analysis is done with SPSS for Windows. The statistics employed are as follows.

1. For the descriptive statistics, percentage and frequency are used to explain the personal factors i.e. gender, age, education, rank, operational duration, position. The mean and standard deviation are used to explain the factors affecting the participation: needs to participate in the development of organizational culture,

acceptance from the administrators, awareness of the problem and informational perception. The data are presented in tables.

2. Inferential statistics are used to investigate the hypotheses. The T-test and F-test are used to investigate the differences between variables whether they relate to the participation of the officials. The variables of the study are gender, age, education, rank, operational duration, position, needs to participate in the development of organizational culture, acceptance from the administrators, awareness of the problem and informational perception.

CHAPTER IV

RESULTS

In the study about the participation of the officials in the development of organizational culture: a case study from the department of legal aid and rights protection, this part is the results of the study from the statistical analysis. The questionnaire is distributed to 259 officials while 219 of them are returned (84.56%). The results are analyzed statistically with the SPSS: Statistical Package for the Social Sciences program. The results of the study are presented in the following parts.

4.1 General information about the personal factors of the population with descriptive statistics: percentage and frequency

4.2 Level of opinions of the officials in the development of organizational culture with mean and standard deviation

4.3 Informational perception of the officials with mean and standard deviation

4.4 Level of participation of the officials in the development of organizational culture with mean and standard deviation

4.5 Data analysis with T-test, F-test and LSD to investigate the hypotheses

4.6 Problems and suggestions in the development of the organizational culture

4.1 General information about the personal factors of the population with descriptive statistics: percentage and frequency

The general information about the personal factors of the officials can be distributed by percentage, mean and standard deviation as follows.

Regarding gender, 154 officials are male (70.3%) while there are 65 of them who are female (29.7%).

About the age, 110 officials are between 41 and 50 years (50.2%), following by the ones who are between 31 and 40 years (47, 21.5%), the ones of 51 years or more (33, 15.1%) and the ones between 20 and 30 years (13.2%).

Considering education, 115 officials hold higher a Bachelor's degree (52.5%), following by those who hold a Bachelor's degree (37.9%), the ones with the vocational degree (6.4%) and the ones with lower than a vocational degree (3.2%).

For the rank, 118 officials are at level 7 or higher (53.9%), following by those at level 5-6 (22.4%), those at level 3-4 (21.9%) and those at level 1-2 (1.8%).

Regarding the operational duration, 117 officials have worked less than 5 years (53.4%), following by those between 5-10 years (23.7%), those between 11-15 years (11.9%) and those more than 15 years (11.0%).

About the position, 137 of the officials are prosecutors (62.6%), following by those who are general officials (20.1%), those who are lawyers (13.7%) and those with other positions (3.6%).

In sum, most officials are male, between 41 and 50 years of age, hold higher than a Bachelor's degree, are at level 7 or higher, have worked less than 5 years and be the prosecutors.

Table 4 Number and percentage of personal factors

Personal Factors	Number	Percentage
Total (n)	219	100.0
1. Gender		
1) male	154	70.3
2) female	65	29.7
2. Age		
1) less than 20 years	0	0.0
2) 20 – 30 years	29	13.2
3) 31 – 40 years	47	21.5
4) 41 – 50 years	110	50.2
5) more than 51 years	33	15.1

Table 4 Number and percentage of personal factors (Cont).

Personal Factors	Number	Percentage
3. Education		
1) lower than a vocational degree	7	3.2
2) vocational or higher vocational degree	14	6.4
3) Bachelor's degree	83	37.9
4) Higher than a Bachelor's degree	115	52.5
4. Rank		
1) level 1-2	4	1.8
2) level 3-4	48	21.9
3) level 5-6	49	22.4
4) level 7 or higher	118	53.9
5. Operational duration		
1) less than 5 years	117	53.4
2) 5 – 10 years	52	23.7
3) 11 – 15 years	26	11.9
4) more than 15 years	24	11.0
6. Position		
1) prosecutor	137	62.6
2) lawyer	30	13.7
3) general officials	44	20.1
4) others	8	3.6

4.2 Level of opinion of the officials in the development of organizational culture

4.2.1 Level of opinion towards the needs to participate in the development of organizational culture

The study reveals that most officials agree to the question that the meeting should be discussion more than declaration (4.30), following by the one that the

officials can appoint their operational assumption appropriately (4.22). Meanwhile, the most disagree question is only the administrators must change the operational method or bring about the new things (4.04). This is following by the ones that the officials feel inconvenient if they must change the operational style and the one that the operational method is appropriate (3.80 and 3.02 respectively) as indicated in Table 5.

Table 5 Opinions of officials towards the needs to participate in the development of organizational culture

Item	Need to participate	Score (N = 219)		Rank
		\bar{X}	S.D.	
1. (+)	The meeting should be discussion more than declaration.	4.3000	0.71600	1 (+)
2. (-)	Only the administrators must change the operational method or bring about the new things	4.0413	0.80502	1 (-)
3. (-)	You feel inconvenient if you have to change the operational style.	3.7982	0.98636	2 (-)
4. (+)	All the officials can appoint the operational assumption appropriately for the flexibility.	4.2200	0.74600	2 (+)
5. (-)	The operational method is appropriate.	3.0185	1.10795	3 (-)
Total		3.8756	0.88356	

4.2.2 Level of opinion towards the acceptance of the administrators in the development of organizational culture

The study reveals that most officials agree to the question that the administrators should support the officials to work further than their responsibilities sometimes appropriately (4.18). It is following by the ones that you can express your ideas advantageous to the operation and that you can consult with the superiors in the

free time conveniently, that you can consult or discuss directly during the meeting and that the administrators think that the officials should work relevant to the management and administration (4.09, 3.98, 3.75 and 3.48 respectively) as indicated in Table 6.

Table 6 Opinions of officials towards the acceptance of the administrators in the development of organizational culture

Item	Acceptance of the Administrators	Score (N = 219)		Rank
		\bar{X}	S.D.	
6. (+)	You can consult or discuss directly during the meeting.	3.7500	1.01600	4 (+)
7. (+)	You can express your ideas advantageous to the work.	4.0900	0.83000	2 (+)
8. (+)	The administrators think that the officials should work relevant to the management and administration.	3.4800	1.07700	5 (+)
9. (+)	You can consult with the superiors in the free time conveniently.	3.9800	0.94300	3 (+)
10. (+)	The administrators should support the officials to work further than their responsibilities sometimes appropriately.	4.1800	0.78400	1 (+)
Total		3.8960	0.88356	

4.2.3 Level of opinion towards the awareness of the problem in the development of organizational culture

The study reveals that most officials agree to the question that they always listen to the opinions about the organization from the other people (4.25). The most disagree question, meanwhile, is that you are not willing to work further than your responsibilities when there is someone who contacts (3.94). It is following by the one that the organization can exist without the changes in the structure, size, rules or regulations, that the present operational method is appropriate, and that the changes in

the work can slow down the operation (3.86, 3.84 and 3.77 respectively) as indicated in Table 7.

Table 7 Opinions of officials towards the awareness of the problem in the development of organizational culture

Item	Awareness of the Problem	Score (N = 219)		Rank
		\bar{X}	S.D.	
11. (+)	They always listen to the opinions about the organization from the other people.	4.2500	0.63900	1 (+)
12. (-)	You are not willing to work further than your responsibilities when there is someone who contacts.	3.9361	0.94603	1 (-)
13. (-)	The present operational method is appropriate.	3.8387	0.94613	3 (-)
14. (-)	The organization can exist without the changes in the structure, size, rules or regulations.	3.8624	1.00201	2 (-)
15. (-)	The changes in the work can slow down the operation.	3.7661	0.99090	4 (-)
Total		3.9307	0.91313	

4.3 Informational Perception

4.3.1 Quality of informational perception from the sources

The study reveals that most officials know about the information from their superiors or administrators (2.45). It is following by the ones from the announcement (2.42), the ones from the organization publication and colleagues (2.36). The least one is from the other sources such as Internet, political news and self-inquiry (1.68) as indicated in Table 8.

Table 8 Informational perception

Item	Sources	Score (N = 219)		Rank
		\bar{X}	S.D.	
1.	Public relations by broadcast in the organization	2.28	0.629	5
2.	Superiors or administrators	2.45	0.559	1
3.	Organization publication	2.36	0.630	3.5
4.	Announcement	2.42	0.596	2
5.	Newspaper	2.05	0.726	7
6.	Television	1.89	0.701	9
7.	Radio	2.04	0.804	8
8.	Colleagues	2.36	0.608	3.5
9.	Acquaintances	2.07	0.613	6
10.	Others	1.68	0.780	10
Total		2.16	0.668	

4.4 Level of participation of the officials in the development of the organizational culture

4.4.1 Participation of the officials in the development of the organizational culture in terms of decision

The study reveals that most officials participate in the decision to prepare and do the report (2.28). It is following by the ones in deciding to select the activities, selecting the target and area (2.16 and 2.11 respectively). The least one is the request for the changes in some rules and regulations obstructing the work (1.90) as indicated in Table 9.

Table 9 Participation of the officials in the development of the organizational culture in terms of decision

Item	Decision	Score (N = 219)		Rank
		\bar{X}	S.D.	
1.	Propose new operational methods	1.99	0.590	7
2.	Decide to select the activities	2.16	0.695	2
3.	Prepare and do the reports	2.28	0.669	1
4.	Criticize the operation directly	2.02	0.692	6
5.	Propose the new operational approach	2.06	0.662	5
6.	Be a committee in the organization	1.93	0.634	8
7.	Support or object the suggestions in the meeting	2.07	0.718	4
8.	Request to change some rules that obstruct the work	1.90	0.667	9
9.	Select the target and activities	2.11	0.758	3
Total		2.06	0.676	

4.4.2 Participation of the officials in the development of the organizational culture in terms of operation

The study reveals that most officials participate with the related organizations (2.52). It is following by the ones in presenting the good performances of the organization, distributing the facts to the colleagues and people (2.51 and 2.48 respectively). The least one is to review the details of work or the regulations (2.05) as indicated in Table 10.

Table 10 Participation of the officials in the development of the organizational Culture in terms of operation

Item	Operation	Score (N = 219)		Rank
		\bar{X}	S.D.	
10.	Review the details of work or the regulations	2.05	0.697	9
11.	Publicize the information of the organization to the acquaintances and produce the media	2.42	0.694	5
12.	Accept the agreement of the meeting to conduct it	2.45	0.698	4
13.	Build up the regulations or operational plans	2.07	0.726	8
14.	Participate with the related organizations	2.52	0.623	1
15.	Devote some money or materials for the activities, further than their responsibilities	2.14	0.634	7
16.	Adapt the operational instrument or adjust for the appropriate operational method	2.26	0.719	6
17.	Present the good performances of the organization	2.51	0.652	2
18.	Distribute the facts to the colleagues and people	2.48	0.672	3
Total		2.32	0.679	

4.4.3 Participation of the officials in the development of the organizational culture in terms of the whole participation

The study reveals that most officials participate in the development of organizational culture at an average level (2.19). Considering each aspect, it is found

that the officials participate in the operation more (2.32) while the officials participating in the decision equal 2.06 as indicated in Table 11.

Table 11 Participation of the officials in the development of the organizational culture

Participation of the officials	\bar{X}	S.D.
Decision	2.0589	0.54051
Operation	2.3218	0.49797
Total	2.1904	0.51908

4.4.3.1 Level of participation of the officials in the development of the organization culture as a whole

The study reveals that most officials participate in the development of the organizational culture at an average level (68.5%), following by the ones at the low level (16.4%) and the ones at the high level (15.1%) as indicated in Table 12.

Table 12 Level of participation of the officials in the development of the organization culture

Level of participation	Number	Percentage	Accumulated percentage
Low	36	16.4	16.4
Average	150	68.5	84.9
High	33	15.1	100.0
Total	219	100.0	

4.5 Investigation of the hypotheses

In the study about the participation of the officials in the development of the organizational culture: a case study from the department of legal aid and rights protection, the researcher has set up 2 hypotheses with the following variables.

The independent variables of the study are the personal factors i.e. age, gender, education, rank, operational duration and position; the factors supporting the participation i.e. the needs to participate in the development, acceptance from the administrators, awareness of the problem and informational perception.

The dependent variables are the participation of the people in the development of organizational culture i.e. participation in decision and operation.

In the investigation of the hypotheses, the researcher has investigated it with each variable with T-test in case of 2 independent variables and F-test in case of more than 2 independent variables. The results reveal that the variables yield out the different results. Then it is studied that which pair of variables yields out differently with LSD. The results can be summarized as follows.

Hypothesis 1. The different personal factors i.e. age, gender, education, rank, operational duration and position result in the different levels of participation in the development of the organizational culture.

Hypothesis 1.1. The officials with the different genders are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of male officials is 3.88 while the one of the female officials is 3.85. The analysis with T-test reveals that the officials with the different genders are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This rejects Hypothesis 1.1. The officials with the different genders are not different in the participation of the organizational culture as indicated in Table 13.

Table 13 The differences of level of participation of the officials in the development of the organizational culture, classified by gender

Gender	Number	\bar{X}	S.D.	T-test	Sig.
Male	154	3.8828	0.46051	0.415	0.678
Female	65	3.8538	0.49531		

Hypothesis 1.2. The officials with the different ages are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials between 20 and 30 years is 3.86 while the one of the officials between 31 and 40 years is 3.76, that of the officials between 41 and 50 years equals 3.93, and that of the officials of 51 years or more is 3.88. The analysis with F-test reveals that the officials with the different ages are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This rejects Hypothesis 1.2. The officials with the different ages are not different in the participation of the organizational culture as indicated in Table 14 and 15.

Table 14 The differences of level of participation of the officials in the development of the organizational culture, classified by age

Age	Number	\bar{X}	S.D.
20 – 30	29	3.8552	0.44367
31 – 40	47	3.7553	0.37868
41 – 50	110	3.9318	0.49380
51 years or more	33	3.8766	0.52008
Total	219	3.8755	0.47086

Table 15 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by age

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	1.040	3	0.347	1.576	0.196
Within the group	47.071	215	0.220		
Total	48.111	218			

Hypothesis 1.3. The officials with the different education are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials with lower than a vocational degree is 3.47 while the one of the officials with a vocational degree is 3.69, that of the officials with a Bachelor's degree equals 3.86, and that of the officials with higher than a Bachelor's degree is 3.92. The analysis with F-test reveals that the officials with the different education are different in the participation of the organizational culture with the statistical significance at the 0.05 level. This accepts Hypothesis 1.3. The officials with the different education are different in the participation of the organizational culture as indicated in Table 16 and 17.

Table 16 The differences of level of participation of the officials in the development of the organizational culture, classified by education

Education	Number	\bar{X}	S.D.
Lower than a vocational degree	7	3.4667	0.54650
A vocational degree	14	3.6587	0.31097
A Bachelor's degree	83	3.8622	0.47833
Higher than a Bachelor's degree	115	3.9248	0.46897
Total	219	3.8730	0.47216

Table 17 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by education

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	1.800	3	0.600	2.756	0.043
Within the group	46.790	215	0.218		
Total	48.590	218			

Besides, the relationship analysis with LSD reveals that the officials with higher than a Bachelor's degree are at the different levels of participation in the development of the organizational culture from the ones with lower than a vocational degree. Meanwhile, the officials with the other education are not different in the participation in the development of the organizational culture with the statistical significance at the 0.05 level as indicated in Table 18.

Table 18 Relationship analysis to find the differences in the level of participation in the development of the organizational culture, classified by education

Education (I)	Education (J)	Mean Difference (I – J)	Std. Error	Sig.
Lower than a vocational degree	Vocational degree	-0.2190	0.22763	0.337
	Bachelor's degree	-0.3955*	0.19730	0.046
	Higher than Bachelor's degree	-0.4584*	0.19536	0.020
Vocational degree	Lower than a vocational degree	0.2190	0.22763	0.337
	Bachelor's degree	-0.1765	0.13490	0.192
	Higher than Bachelor's degree	-0.2391	0.13205	0.072

Table 18 Relationship analysis to find the differences in the level of participation in the development of the organizational culture, classified by education (Cont).

Education (I)	Education (J)	Mean Difference (I – J)	Std. Error	Sig.
Bachelor’s degree	Lower than a vocational degree	0.3955*	0.19730	0.046
	Vocational degree	0.1765	0.13490	0.192
	Higher than Bachelor’s degree	-0.0626	0.06743	0.354
Higher than Bachelor’s degree	Lower than a vocational degree	0.4581*	0.19536	0.020
	Vocational degree	0.2391	0.13205	0.072
	Bachelor’s degree	0.0626	0.06743	0.354

*with the statistical significance at the 0.05 level

Hypothesis 1.4. The officials with the different ranks are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials at level 1-4 is 3.84 while the one of the officials at level 5-6 is 3.80, and that of the officials at level 7 or higher is 3.91. The analysis with F-test reveals that the officials with the different education are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This rejects Hypothesis 1.4. The officials with the different ranks are not different in the participation of the organizational culture as indicated in Table 19 and 20.

Table 19 The differences of level of participation of the officials in the development of the organizational culture, classified by ranks

Rank	Number	\bar{X}	S.D.
Level 1-4	52	3.8442	0.43809
Level 5-6	49	3.8000	0.54733
Level 7 or higher	118	3.9148	0.45013
Total	219	3.8727	0.47071

Table 20 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by ranks

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	0.506	2	0.253	1.142	0.321
Within the group	47.796	216	0.221		
Total	48.302	218			

Hypothesis 1.5. The officials with the different operational duration are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials who have worked less than 5 years is 3.87 while the one of the officials who have worked for 5-7 years is 3.86, that of the officials who have worked for 11-15 years is 3.94, and that of the officials who have worked for 15 years or more is 4.06. The analysis with F-test reveals that the officials with the different operational duration are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This rejects Hypothesis 1.5. The officials with the different operational duration are not different in the participation of the organizational culture as indicated in Table 21 and 22.

Table 21 The differences of level of participation of the officials in the development of the organizational culture, classified by operational duration

Operational duration	Number	X	S.D.
Less than 5 years	117	3.8708	0.42314
5-10 years	52	3.8604	0.47389
11-15 years	26	3.9364	0.61840
more than 15 years	24	4.0643	0.48455
Total	219	3.8953	0.46608

Table 22 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by operational duration

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	0.763	3	0.254	1.174	0.321
Within the group	46.585	215	0.217		
Total	47.348	218			

Hypothesis 1.6. The officials with the different positions are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials who are prosecutors is 3.92 while the one of the officials who are lawyers is 3.87, that of the officials who work for general affairs is 3.72, and that of the officials who are in the other sections is 3.93. The analysis with F-test reveals that the officials with the different positions are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This rejects Hypothesis 1.6. The officials with the different positions are not different in the participation of the organizational culture as indicated in Table 23 and 24.

Table 23 The differences of level of participation of the officials in the development of the organizational culture, classified by positions

Position	Number	\bar{X}	S.D.
Prosecutor	137	3.9193	0.47613
Lawyer	30	3.8667	0.42777
General Affairs	44	3.7233	0.44392
Others	8	3.9333	0.55678
Total	219	3.8742	0.47015

Table 24 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by positions

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	1.292	3	0.431	1.975	0.119
Within the group	46.89	215	0.218		
Total	48.187	218			

Hypothesis 2. The different factors supporting the participation: needs to participate in the development of organizational culture, acceptance from the administrators, awareness of the problem and informational perception result in the different levels of participation in the development of organizational culture.

Hypothesis 2.1. The officials with the different needs to participate are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials with the low needs is 3.19 while the one of the officials with the average needs is 3.88, and that of the officials with the high needs is 4.58. The analysis with F-test reveals that the officials with the different needs are different in the participation of the organizational culture with the statistical significance at the 0.05 level. This accepts Hypothesis 2.1. The

officials with the different needs are different in the participation of the organizational culture as indicated in Table 25 and 26.

Table 25 The differences of level of participation of the officials in the development of the organizational culture, classified by needs to participate

Needs to participate	Number	Percentage	\bar{X}	S.D.
Low needs	39	17.8	3.1897	0.2511
Average needs	143	65.3	*	0
High needs	37	16.9	3.8787	0.2311
			*	6
			4.5784	0.2096
			*	8
Total	219	100.0	3.8742	0.4701
				5

*means pair relationship

Table 26 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by needs to participate

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	36.621	2	18.310	341.952	0.000
Within the group	11.566	216	0.054		
Total	48.187	218			

Besides, the relationship analysis with LSD reveals that all groups of officials with the different needs to participate are at the different levels of participation in the development of organization culture with the statistical significance at the 0.05 level as indicated in Table 27.

Table 27 Relationship analysis to find the differences in the level of participation in the development of the organizational culture, classified by needs to participate

Needs to participate (I)	Needs to participate (J)	Mean Difference (I – J)	Std. Error	Sig.
Low needs	Average needs	- 0.6889*	0.04180	0.000
	High needs	- 1.3886*	0.05311	0.000
Average needs	Low needs	0.6889*	0.04180	0.000
	High needs	-0.6997*	0.04268	0.000
High needs	Low needs	1.3886*	0.05311	0.000
	Average needs	0.6997*	0.04268	0.000

*with the statistical significance at the 0.05 level

Hypothesis 2.2. The officials with the different acceptance from the administrators are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials with the low acceptance is 4.09 while the one of the officials with the average acceptance is 3.84, and that of the officials with the high acceptance is 3.83. The analysis with F-test reveals that the officials with the different acceptance are different in the participation of the organizational culture with the statistical significance at the 0.05 level. This accepts Hypothesis 2.2. The officials with the different acceptance are different in the participation of the organizational culture as indicated in Table 28 and 29.

Table 28 The differences of level of participation of the officials in the development of the organizational culture, classified by acceptance from the administrators

Acceptance from the administrators	Number	Percentage	\bar{X}	S.D.
Low acceptance	34	15.5	3.8303	0.46936
Average acceptance	151	68.9	3.8351	0.47360
High acceptance	34	15.5	4.0941	0.40969
Total	219	100.0	3.8748	0.47116

*means pair relationship

Table 29 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by acceptance from the administrators

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	1.939	2	0.969	4.508	0.012
Within the group	46.447	216	0.215		
Total	48.386	218			

Besides, the relationship analysis with LSD reveals that all groups of officials with the different acceptance from the administrators are at the different levels of participation in the development of organization culture with the statistical significance at the 0.05 level as indicated in Table 30. This is except for the officials with the high acceptance who are not different with the ones with the average acceptance.

Table 30 Relationship analysis to find the differences in the level of participation in the development of the organizational culture, classified by acceptance from the administrators

Acceptance (I)	Acceptance (J)	Mean Difference (I – J)	Std. Error	Sig.
Low acceptance	Average acceptance	0.2590*	0.08803	0.004
	High acceptance	-0.2638*	0.11332	0.021
Average acceptance	Low acceptance	-0.2590*	0.08803	0.004
	High acceptance	0.0048	0.08911	0.957
High acceptance	Low acceptance	0.2638*	0.11332	0.021
	Average acceptance	-0.0048	0.08911	0.957

*with the statistical significance at the 0.05 level

Hypothesis 2.3. The officials with the different awareness of the problems are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials with the low awareness is 3.59 while the one of the officials with the average awareness is 3.85, and that of the officials with the high awareness is 4.26. The analysis with F-test reveals that the officials with the different awareness are different in the participation of the organizational culture with the statistical significance at the 0.05 level. This accepts Hypothesis 2.3. The officials with the different awareness are different in the participation of the organizational culture as indicated in Table 31 and 32.

Table 31 The differences of level of participation of the officials in the development of the organizational culture, classified by awareness of the problems

Awareness of the problems	Number	Percentage	\bar{X}	S.D.
Low awareness	39	17.8	3.5949*	0.40649
Average awareness	142	64.8	3.8475*	0.42788
High awareness	38	17.4	4.2632*	0.44626
Total	219	100.0	3.8748	0.47116

*means pair relationship

Table 32 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by awareness of the problems

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	8.892	2	4.446	24.336	0.000
Within the group	39.462	216	0.183		
Total	48.354	218			

Besides, the relationship analysis with LSD reveals that all groups of officials with the different awareness of the problems are at the different levels of participation in the development of organization culture with the statistical significance at the 0.05 level as indicated in Table 33.

Table 33 Relationship analysis to find the differences in the level of participation in the development of the organizational culture, classified by awareness of the problems

Awareness (I)	Awareness (J)	Mean Difference (I – J)	Std. Error	Sig.
Low awareness	Average awareness	-0.2526*	0.07733	0.001
	High awareness	-0.6683*	0.09743	0.000
Average awareness	Low awareness	0.2526*	0.07733	0.001
	High awareness	-0.4156*	0.07812	0.000
High awareness	Low awareness	0.6683*	0.09743	0.000
	Average awareness	0.4156*	0.07812	0.000

*with the statistical significance at the 0.05 level

Hypothesis 2.4. The officials with the different informational perception are at the different levels of participation in the development of the organizational culture.

The analytical result reveals that the mean of officials with the low perception is 3.94 while the one of the officials with the average perception is 3.87, and that of the officials with the high perception is 3.82. The analysis with F-test reveals that the officials with the different perception are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This rejects Hypothesis 2.4. The officials with the different perception are different in the participation of the organizational culture as indicated in Table 34 and 35.

Table 34 The differences of level of participation of the officials in the development of the organizational culture, classified by informational perception

Informational perception	Number	Percentage	\bar{X}	S.D.
Low perception	42	19.2	3.9417	0.55082
Average perception	147	67.1	3.8660	0.46516
High perception	30	13.7	3.8200	0.36521
Total	219	100.0	3.8742	0.47015

Table 35 The analytical result on the variance of the level of participation in the development of the organizational culture, classified by informational perception

	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	0.289	2	0.145	0.652	0.522
Within the group	47.898	216	0.222		
Total	48.187	218			

4.6 Opinions about problems and suggestions for the development of the organizational culture

In the study about the participation of the officials in the development of the organizational culture: a case study from the department of legal aid and rights protection, the researcher has distributed 219 questionnaires. It can be summarized as follows.

1. There are 75 questionnaires with the answer about the problems and suggestions in the development of the organizational culture (33.78%).
2. The opinions about the problems and suggestions can be summarized as indicated in Table 36.

Table 36 Problems and suggestions from the questionnaire

Problems in the participation	Suggestions about the participation
<p>1. Problems about the administrators and officials</p> <p>1.1 The administrators do not listen to the officials' opinions. They release the rules without the participation from the officials, so there are conflicts.</p> <p>1.2 The officials are not ready to change the operational style.</p> <p>1.3 The development of the organizational culture is on the traditional one. It does not accept the opinions from the new generation, then the opinions to change are eliminated.</p>	<p>1. Suggestions about the administrators and officials</p> <p>1.1 The administrators should provide the opportunity for the officials to propose the problems conveniently.</p> <p>1.2 There should be the meeting or seminar between the administrators and the officials to solve the problems.</p> <p>1.3 The administrators and officials should listen to or propose the opinions in the development of the organizational culture or the others.</p> <p>1.4 The administrators should be the samples to build up the organizational culture obviously.</p>
<p>2. Problems about the operational system</p> <p>2.1 The officials are fixed to their own responsibilities without the co-operation in the other work. They pay attention to the work with benefits only.</p> <p>2.2 The organization fixes on the traditional system. The structure is not improved to be up-dated.</p>	<p>2. Suggestions about the operational system</p> <p>2.1 The work should be circulated to the officials. There should be a training program and evaluation to build up the morale.</p> <p>2.2 The new technology should be employed in the organization to reduce the duplicated work.</p> <p>2.3 The rules and regulations should be improved for the agility in work.</p>

Table 36 Problems and suggestions from the questionnaire (Cont).

Problems in the participation	Suggestions about the participation
<p>3. Problems about policy and plan</p> <p>3.1 Some targets and activities do not apt the area, economics or society. They are appointed from the center, so they are not real.</p> <p>3.2 The present work is like the bypass for the prosecutor. The duration is short and the work is duplicated with the others. The officials do not participate in the development of the organizational culture seriously.</p>	<p>3. Suggestions about policy and plan</p> <p>3.1 The administrators should have the clear policy about work. The plan must be proper to the area, economics and society. The officials should be able to express their opinions.</p> <p>3.2 The target appointment should be done by the area and approved by the center.</p>
<p>4. Problems about resources</p> <p>4.1 There is no office to advise people. There is scarcity of the equipment and officials.</p> <p>4.2 There aren't enough officials to support. Sometimes an official has to work alone.</p> <p>4.3 People ask for legal aid more while there are fewer officials. There are problems about budget.</p>	<p>4. Suggestions about resources</p> <p>4.1 There should be lawyers and offices for the convenience. The equipment should be provided more.</p> <p>4.2 The work should be more important especially on the personnel, budget and duplication.</p>

Table 36 Problems and suggestions from the questionnaire (Cont).

Problems in the participation	Suggestions about the participation
<p>5. Other problems</p> <p>5.1 The operation does not accord the goal. There is no co-operation from the personnel.</p>	<p>5. Other suggestions</p> <p>5.1 The personnel in the organization should be responsible to the work.</p> <p>5.2 There should be a seminar or meeting to build up co-operation in the organization.</p> <p>5.3 There should be an organization to guide about the development of the organizational culture.</p>

CHAPTER V

DISCUSSIONS

The study about the participation of the officials in the development of the organizational culture: a case study from the department of legal aid and rights protection is aimed to study the level of participation of the officials in the development of the organizational culture, the factors relating to the participation and the problems and suggestions. The results can be discussed as follows.

5.1 Level of participation of the officials in the development of organizational culture in both aspects: decision and operation

The study reveals that the officials participate in the decision less than operation. The activities of the development can be classified as follows.

5.1.1 Participation of the officials in the development of organizational culture in terms of decision

The study reveals that the officials participate the least in the request for the changes in the rules and regulations that obstruct the operation while they participate the most in preparing and doing the reports. This is because the rules and regulations are about the laws. The officials must conform them although there is the request to change. The preparation and production of the reports is usually done by the officials, so they also participate in the operation. This coincide with Cohen & Uphoff (cited in Wira Duangchoo, 1994 : 31) divides participation in to 4 types.

(1) Participation in decision making comprises of 3 steps: originating the decision, making the decision and operating.

(2) Implementation comprises supports in resources, services and co-ordination.

(3) Participation in benefits is about the material and social benefits or even the personal benefits.

(4) Participation in evaluation.

Moreover, it coincides with Nalinee Srikasikul (1995 : abstract) who studies about the officials' participation in the factory: a case study in the textile industry. She discovers that the officials can participate most in informational perception, following by counselling, decision making respectively. The method that they can participate is via the representatives and the labor force. The factors obstructing the participation are the center of decision, assignment, technology, high competition and education.

5.1.2 Participation of the officials in the development of organizational culture in terms of Operation

It is found that the officials participate the least in the review of operational details or regulations, and they participate the most in the co-operation with the relevant organizations, the presentation of the good performances and distribution of the facts to the colleagues and people. This is because the organization depends on the office of High Judgement. It is aimed to operation about legal aid and rights protection, help and publicize the law knowledge to people, reduce the conflicts and help the poor. To achieve the goal needs co-operation both within and from the other organizations. As the organizational culture in the government section is fixed to the rules and chain of command under the law, the officials must conform them. The participation in the decision is then less than the operation. Even the administrators are not provided many opportunities. The governmental organizations co-operate with the related ones to focus on people's benefits. However, the participation in the other aspects is done little by little, based on the governmental policy to reform it to be up-dated.

5.2 Factors relating to the participation of people in the development of the organizational culture

5.2.1 Personal factors relating to the development of the organizational culture

Hypothesis 1 is that the different personal factors i.e. gender, age, education, rank, operational duration and positions result in the different levels of participation.

Regarding gender, the officials with the different genders are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This coincides with the study of Aree Petcharat (1998 : abstract) who studies about the perception of organizational culture and the commitment in insurance businesses in Thailand, America and Japan. She finds that the personal factors i.e. age, gender, duration, position and education do not affect the perception. Besides, Petai Penprayoon (1999 : abstract) studies about the importance and participation of the government and private committees in the social and economic development.

About the age, the officials with the different ages are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This coincides with the study of Aree Petcharat (1998 : abstract) who studies about the perception of organizational culture and the commitment in insurance businesses in Thailand, America and Japan. She finds that the personal factors i.e. age, gender, duration, position and education do not affect the perception. Furthermore, Weerachai Kamlan (1999 : abstract) studies the participation in community development of the district organization members: a case study from Deshodom in Ubonratchathanee. The factors affecting the participation are income, position, membership in the politics and knowledge in the operation. The ones not affecting are age, marital status, education, occupation, type of members, experience and duration.

For the education, the officials with the different education are different in the participation of the organizational culture with the statistical significance at the 0.05 level. This coincides with the study of Prawpan Butsayaman (1998 : abstract)

who studies about the participation of the public health volunteers in the village: a case study from Krongpeenang Sub-district in Yala. She finds that the education affects the participation with the statistical significance.

Considering the ranks, the officials with the different ranks are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This coincides with the study of Aree Petcharat (1998 : abstract) who studies about the perception of organizational culture and the commitment in insurance businesses in Thailand, America and Japan. She finds that the personal factors i.e. age, gender, duration, position and education do not affect the perception.

Regarding the operational duration, the officials with the different operational duration are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. It does not coincide with the study of Waremunoh Satee (1998 : abstract) who studies about the participation of the village committee in solving the poverty: a case study from Trang. He finds that the operational duration relates to the participation of the committees. Besides, Weerachai Kamlan (1999 : abstract) studies the participation in community development of the district organization members: a case study from Deshudom in Ubonratchathanee. The factors affecting the participation are income, position, membership in the politics and knowledge in the operation. The ones not affecting are age, marital status, education, occupation, type of members, experience and duration.

For the positions, the officials with the different positions are not different in the participation of the organizational culture with the statistical significance at the 0.05 level. This does not coincide with Nalinee Srikasikul (1995 : abstract) who studies about the officials' participation in the factory: a case study in the textile industry. She discovers that the officials can participate most in informational perception, following by counselling, decision making respectively. The method that they can participate is via the representatives and the labor force. The factors obstructing the participation are the center of decision, assignment, technology, high competition and education.

In sum, the personal factors of the officials i.e. gender, age, rank, operational duration and position do not result in the participation in the development of the organizational culture as the operation is short, especially for the prosecutors. Then they are not committed to the organization or create to develop it. However, the education affects the participation because it makes the officials know about the importance of the organizational culture. Most officials hold higher than a Bachelor's degree, which indicates that the development should be co-operated if the administrators appoint the methods seriously and provide them the opportunity to participate.

5.2.2 Factors supporting the participation affecting the development of the organizational culture

Hypothesis 2 is that the different supporting factors i.e. needs to participate, acceptance from the administrators, awareness of the problems and the informational perception result in the different levels of participation.

The study on the factors supporting the participation affecting the development of the organizational culture with F-test reveals that the needs to participate, the acceptance from the administrators and the awareness of the problems result in the different levels of participation. However, the informational perception does not affect it.

Regarding the needs to participate, the officials with the high, average and low needs to participate have the mean of the participation from the highest to the lowest. It can be said that the needs to participate positively relates to the participation in the development of the organizational culture. This coincides with Bernard (1996, cited in Paiboon Changrean, 1989 : 37) proposes the idea about the organization that considers human as the center of administration. He writes about the authorities and responsibilities of the superiors, needs of the officials which are visible and invisible. These needs are considered the basic of operation. The equilibrium of the organization is that the people will be with the organization as long as it can satisfy them (inducement-contribution). The participator must operate as long as they think that the benefits are equal or more. George Elton Mayo and Fritz Rroethlisberger (cited in Thongchai Santiwong, 1980 : 44-45), the essential

influences of the social groups in the organization that happen informally based on the sentiments, which are about the social relationships among the workers.

Considering the acceptance from the administrators, the officials with the high, average and low acceptance have the mean of the participation from the highest to the lowest. It can be said that the acceptance positively relates to the participation in the development of the organizational culture. This coincides with the study of The International Institute for Labour Studies who summarizes the good results from providing an opportunity for the officials to participate that it is to support the use of human resource efficiently (ILO, 1984 : 17 cited in Nalinee Srikasikul 1993 : 15).

1. Their ideas are beneficial for the organization.
2. The decision of the top management must use the central information.
3. The officials accept the decision that they take part.
4. They will be more enthusiastic to work if they participate in the decision that affects them.
5. They will work more carefully because they know the decision of the administrators.
6. The participation makes them have good attitudes towards teamwork, which can reduce the conflicts.

Moreover, Robbins (1998) states about the transformation of the organizational culture. The actions of top management to transform the organization must be supported by the senior administrators seriously although they are not the setters in order to present the expected behaviors in the organization. They must focus on the organizational culture and improve it to apt the situation and listen to the officials' opinions. These must be accepted from most officials and the society that is affected by the organizational culture as it is a part of the national culture.

For the awareness of the problems, the officials with the high, average and low awareness have the mean of the participation from the highest to the lowest. It can be said that the awareness positively relates to the participation in the development of the organizational culture. This coincides with the study of Paiboon Changrean who proposes the idea about the organization that considers human as the center of administration. He writes about the authorities and responsibilities of the

superiors, needs of the officials which are visible and invisible. These needs are considered the basic of operation. The equilibrium of the organization is that the people will be with the organization as long as it can satisfy them (inducement-contribution). The participator must operate as long as they think that the benefits are equal or more. Smircich (1983 ; Smircich & Czlas, 1987 : 229 – 263 cited in Sunthorn Wongwaiyasaiyawan, 1997 : 7-9) thinks that the definitions of organizational culture derives from the principles that “culture as a variable” and “culture as a root metaphor.” The first approach thinks that the organizational culture is one of the variables in the organization and it is visible. The others are structure, technology, etc., so culture is something an organization has. The latter principle thinks that the organizational culture is the beliefs in the mind of a group, and it is not only a variable in the organization.

CHAPTER VI

SUMMARY AND SUGGESTION

The study about the participation of the officials in the development of the organizational culture: a case study from the department of legal aid and rights protection is aimed to study the level of participation of the officials in the development of the organizational culture, the factors relating to participation and the problems and suggestions.

As mentioned in Chapter 2 about the importance of the development of the organizational culture, a lot of academicians study and find that the changes of the organizational culture must be done reasonably with the participation from the officials, support from the administrators and communication to all officials. The changes can succeed easily if they bring about the benefits of the officials. The organization can persuade the officials to accept the development of the organizational culture in 3 aspects: the changes to the new organizational culture, the development of the organizational culture, and the application of the new values or beliefs into the organization.

In this study, the researcher has collected the data via the questionnaire which comprises 5 parts. They are general information; level of opinion classified by the factors relating to the participation in the development of organizational culture i.e. needs to participate, acceptance from the administrators and awareness of the problem; informational perception; level of participation in the development of the organizational culture in decision and operation; and problem and suggestion. The population of this study is 259 officials, 40 of which are in the center and 219 of which are from 73 provinces, 3 from each. There are 219 questionnaires that are returned completely (84.56%), then they are analyzed statistically in order to calculate the percentage, mean, standard deviation, T-test, F-test and LSD with SPSS for Windows program. The statistical significance is at 0.05 level.

6.1 Summary

6.1.1 to study the level of participation of the officials in the development of organizational culture.

It is found about the participation of the officials in the development of organizational culture that in terms of decision, they are at the pretty low level with the means of 2.06 while the highest mean is 2.16 in the selection of the activities. In terms of operation, they are at the pretty low level with the means of 2.32 while the highest mean is 2.48 in the distribution of the facts to the colleagues and people. Considering the whole participation of the officials, they are at the pretty low level with the mean of 2.19.

6.1.2 to study the factors relating to the participation of the officials in the development of organizational culture

According to the consideration of the personal factors of the officials, the officials with the different education participate in the development of the organizational culture differently with the statistical significance at the 0.05 level (Sig = 0.043). However, gender, age, rank, operational duration and position do not affect the participation. Moreover, the different factors supporting the participation in the development of the organizational culture i.e. needs to participate, acceptance from the administrators and awareness of the problem result in the different level of participation with the statistical significance at the 0.05 level (Sig = 0.000, 0.012 and 0.000 respectively). However, the different levels of informational perception do not affect the participation.

6.1.3 to study the problems and suggestions relating to the participation of the officials in the development of organizational culture

In this study, there are some coincident suggestions from the officials. Most of them want the Office of Highest Judgement to provide the enough personnel. The equipment and budget for the operation should be sufficient and appropriate. The administrators should promote them with the ethic system. The fringe benefits should be provided sufficiently. There should be an exchange in the operational ideas as well as the improvement of the rules and regulations to be more agile, then the work can be efficient.

6.2 Suggestions from the study

6.2.1 Suggestions from this study

It is found that the participation of the officials in the development of the organizational culture is at the pretty low level, and the factors supporting the participation are needs to participate, acceptance from the administrators and awareness of the problem. The researcher has some suggestions to support the participation as follows.

6.2.1.1 Regarding the needs to participate in the development of organizational culture, most officials are at the average level. They should be supported to feel committed to the organization by a meeting or seminar in order to appoint the operational assumption and to bring about the new things to the organization. The plan should be appropriate to the area with the different economics, society and culture. The people outside the organization should participate in the activities. There should be a meeting about the organizational culture so that all officials understand it by training them in advance before the changes of the organizational culture.

6.2.1.2 About the acceptance from the administrators, it is at the average level. There should be the improvement of the attitudes of the administrators and officials to build up co-operation and attitudes to accept the new things. They should adjust themselves to the changes before the development efficiently. The administrators should be the samples of behaviors, and they should be sincere in the development so that the officials can trust them and co-operate in the adjustment to coincide with the organization. They should provide the officials the opportunity to express the ideas and help in the development.

6.2.1.3 For the awareness of the problem, it is at the average level. The informational perception is still the vital factor to make the officials realize whether the organization can achieve the goal. The opinions of the people should be listened to in order to know the problems and solve them.

6.2.1.4 The committee should be set up to develop the organizational culture continuously and seriously. They are from all departments in the organization. The authorities in the decision and operation should be provided really.

The administrators should give them the opportunity and advise them. The sub-culture in each section should be reviewed to acquire the main organizational culture as it needs the participation from all officials.

6.2.2 Suggestions for further studies

The researcher has the suggestions to improve the studies about the participation in the development of the organizational culture as follows.

6.2.2.1 There should be further studies about the other factors such as the intention about the future of the organization, commitment to the organization that can affect the participation in the development of the organizational culture.

6.2.2.2 There should be the research about the participation in the development of the organizational culture in the Office of Highest Judgement and other organizations to check up the results of the study. The results should be compared to be the information supporting the participation in the development of the organizational culture.

6.2.2.3 The study about the qualitative participation in the development of the organizational culture should be done. The researcher may observe it himself. However, it depends on the time and possibility in the study, too.

6.2.2.4 In this study, it takes a long time to collect the data as the questionnaires are distributed to the samples all over the countries, so the results may not be up-dated. The further studies should spend less time.

According to the study, the benefits of the studies can be advantageous to the other organizations to improve and solve the problems in order to support the participation in the development of the organizational culture.

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APPENDIX

Questionnaire

About

Participation of the officials in the development of organizational culture:

A case study from the department of legal aid and rights protection

Direction

This questionnaire is a part of the study about Participation of the officials in the development of organizational culture: a case study from the department of legal aid and rights protection. It comprises of 5 parts.

Part 1. General information

Part 2. Level of opinions of the officials classified by the 3 factors relating to the participation in the development of organizational culture

1. needs to participate
2. acceptance from the administrators
3. awareness of the problem

Part 3. Informational perception

Part 4. Levels of participation in the development of organizational culture in 2 dimensions

1. decision
2. operation

Part 5. Problems and suggestions

Your answers are vital to the study. Please answer them actually based on your ideas for the reliability of the study, and the results can be advantageous to study about the organizational culture. Your answers will not affect your operation. The researcher would like to thank you very much to answer the questions, which is advantageous for this study.

Questionnaire

About

Participation of the officials in the development of organizational culture: A case study from the department of legal aid and rights protection

Part 1. General information

Please tick (✓) into the blank (□).

1. Gender

Male

Female

2. Age

20-30 years

31-40 years

41-50 years

51 years or more

3. Education

lower than a vocational degree

a vocational degree

a Bachelor's degree

higher than a Bachelor's degree

4. Rank

Level 1-2

Level 3-4

Level 5-6

Level 7 or higher

5. Operational duration

less than 5 years

5-10 years

11 –15 years

more than 15 years

6. Position

prosecutor

lawyer

general official

Part 2 Level of opinions of the officials classified by the 3 factors relating to the participation in the development of organizational culture

Please tick (√) into the blank.

Item	Characteristics of work in your organization	Level of opinion			
		Strongly Agree	Agree	Disagree	Strongly Disagree
1.	The meeting should be discussion more than declaration.				
2.	Only the administrators must change the operational method or bring about the new things				
3.	You feel inconvenient if you have to change the operational style.				
4.	All the officials can appoint the operational assumption appropriately for the flexibility.				
5.	The operational method is appropriate.				
6.	You can consult or discuss directly during the meeting.				
7.	You can express your ideas advantageous to the work.				
8.	The administrators think that the officials should work relevant to the management and administration.				
9.	You can consult with the superiors in the free time conveniently.				

Part 2 Level of opinions of the officials classified by the 3 factors relating to the participation in the development of organizational culture (Cont).

Please tick (√) into the blank.

Item	Characteristics of work in your organization	Level of opinion			
		Strongly Agree	Agree	Disagree	Strongly Disagree
10.	The administrators should support the officials to work further than their responsibilities sometimes appropriately.				
11.	They always listen to the opinions about the organization from the other people.				
12.	You are not willing to work further than your responsibilities when there is someone who contacts.				
13.	The present operational method is appropriate.				
14.	The organization can exist without the changes in the structure, size, rules or regulations.				
15.	The changes in the work can slow down the operation.				

Part 3 Informational perception

Please tick (√) into the blank.

Usually means every 1-3 months and rarely means longer than 3 months.

Item	Source	Quality for informational perception		
		Ever		Never
		Usually	Rarely	
1.	Public relations by broadcast in the organization			
2.	Superiors or administrators			
3.	Organization publication			
4.	Announcement			
5.	Newspaper			
6.	Television			
7.	Radio			
8.	Colleagues			
9.	Acquaintances			
10.	Others (please specify).....			

Part 4 Levels of participation in the development of organizational culture in 2

Dimensions

Please tick (√) into the blank.

Item	Participation	Frequency of participation		
		Ever		Never
		Usually	Rarely	
1.	Propose new operational methods			
2.	Decide to select the activities			
3.	Prepare and do the reports			

Part 4 Levels of participation in the development of organizational culture in 2
Dimensions (Cont).

Please tick (√) into the blank.

Item	Participation	Frequency of participation		
		Ever		Never
		Usually	Rarely	
4.	Criticize the operation directly			
5.	Propose the new operational approach			
6.	Be a committee in the organization			
7.	Support or object the suggestions in the meeting			
8.	Request to change some rules that obstruct the work			
9.	Select the target and activities			
10.	Review the details of work or the regulations			
11.	Publicize the information of the organization to the acquaintances and produce the media			
12.	Accept the agreement of the meeting to conduct it			
13.	Build up the regulations or operational plans			
14.	Participate with the related organizations			
15.	Devote some money or materials for the activities, further than their responsibilities			
16.	Adapt the operational instrument or adjust for the appropriate operational method			

Part 4 Levels of participation in the development of organizational culture in 2 Dimensions (Cont).

Please tick (√) into the blank.

Item	Participation	Frequency of participation		
		Ever		Never
		Usually	Rarely	
17.	Present the good performances of the organization			
18.	Distribute the facts to the colleagues and people			

Part 5 Problems and suggestions

Please express your ideas about the problems and suggestions in the development of the organizational culture.

1. Problems

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2. Suggestions

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Thank you very much.

BIOGRAPHY

NAME	Miss Siriluck Janepanichcheep
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