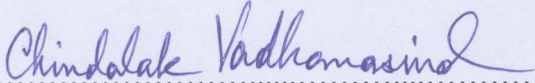


**THE IMPACT OF HRM STRUCTURE AND THE COMPETENCY
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SATISFACTION A CASE STUDY OF
THAI CITY MUNICIPALITIES**

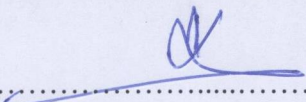
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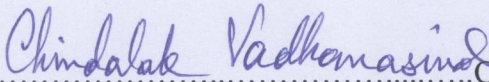
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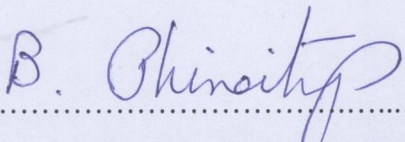
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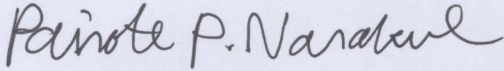
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July 2018

ABSTRACT

Title of Dissertation	The Impact of HRM Structure and the Competency of Public Service Delivery on Citizen Satisfaction a Case Study of Thai City Municipalities
Author	Miss Pakkhawadee Vorarojsirikul
Degree	Doctor of Public Administration
Year	2017

Public service delivery (PSD) is an issue with which the government of Thailand should be concerned as a first priority because it is important for improving the country's sustainable development. The principal of democracy is citizen-centered, where the quality of citizens' lives is a significant goal for government to support the quality of life. The public organization that is closest to the citizen is the local government, and city municipalities are the strongest local government for PSD compared with others. Thus, this is the reason why this research has used city municipalities for the study of PSD.

There are many problems with PSD in local governments that are reflected in the workload returned, all types of corruption, the failure of PSD management, etc. This has caused many chaotic situations for the Thai government to deal with, and the cause of these problems can be classified into 3 groups. The first is the fast and unstable changes in politics, economics, and the social situation in Thailand. The second is the phenomena of innovation, technology. and e-government; and the third is the changes in the models and standards of PSD management in terms of being aligned with the diversity of the current situations.

Therefore, HRM structure and competency are necessary for PSD to be used as devices and methods to handle these situations. The methodology of the research is a mixed-methods approach that applies both quality and quantity research. Two questionnaires were used to collect the data from the citizens in 8 city municipalities from 4 parts of Thailand (from a total of 30 city municipalities). The first questionnaire was used for the group of staff workers and leaders working for city municipalities, a total of 280 persons; and the second one was for the citizens that had

come to use the PSD, a total of 447 persons. The data collection for this research began in August, 2017 and lasted until May, 2018. For the qualitative study, there were 11 in-depth interviews, executives having responsibility for the auditing and appraisal of the PSD of the local government, the principals of city municipalities, the executives of the National Municipal League of Thailand (NMITL), the private sector, independent organizations, the staff members of small local government, and specialist scholars that studied local government. All of the in-depth interviewees had considerable experience with PSD in the Thai local government, so the benefits of the quality research will be applied by suggesting best practices and a HPWS (high performance working system) for Thai HRM structures and competencies for improving Thai PSD.

The results of the quantitative of the research revealed that formal structures such as laws, rules, and regulations determined by the central government were aligned with local contexts, so they could be classified into 2 groups and explained using the qualitative research (in-depth interviews). First, the group of high executives that worked in the local government had the opinion that the central government did not understand local contexts, which are different and unique. Thus, the standards, laws, and regulations from the central government cannot cover all local contexts. On the other hand, the private sector, independent organizations, and the PSD staff working for the local government think that the system of the central government supports them in their work.

The research suggestions are, first, Thailand needs an HPWS to improve HRM structure and competency in turn to increase the quality of PSD. Second, the mission returning (the workload that the local government cannot undertake and then return to the central government) problems can be solved by classifying the competency level of the local government and decentralizing it little by little according to the workload that each local government can handle. Third, classifying citizen groups in order to provide the right service to the right groups of the citizen is the best way to prevent wasting resources with the wrong groups that do not need them. Fourth, applying technology and databases is very significant for the PSD staff so that it can work effectively and so that the staff members can have time to improve the visions and wisdom of working for PSD. Fifth, citizen participation must be supported in order to be strong, because it can help the central and local government audit PSD work, suggest how to solve problems and improve PSD, and raise the level of participation in PSD.

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All the benefits and knowledge that I received from this dissertation, I dedicate to my dad, who looked forward to this successful day, but time passed you before my mission was completed.

I am thankful for everything in my life that has supported me to complete this dissertation.

Pakkhawadee Vorarojsirikul

July 2018

TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	xii
ABBREVIATIONS	xiii
CHAPTER 1 INTRODUCTION	1
1.1 The Background of the Study and Research Problems	2
1.2 Research Questions	5
1.3 Research Objectives	6
1.4 Scope of the Study	6
1.5 Anticipated Benefits	7
1.6 The Limits of the Study and How to Solving the Problems	8
1.7 The Conclusion	9
CHAPTER 2 LITERATURE REVIEW	10
2.1 The Concept of Citizen Satisfaction	10
2.2 The Definition and Principles of Public Service Delivery (PSD)	12
2.3 The Indicators of Trust and Effectiveness in PSD	16
2.4 The Influence of E-Government on HRM Structure and Competency	19
2.5 HRM Structure and Competency for PSD	20
2.6 SHRM (Strategy of HRM) to Bring about HPWS (High Performance Working System) in PSD	22

2.7 The Composition of HRM Structure in the Public Sector	26
2.8 The Competency for a HPWS in PSD	29
2.9 PSD for International Best Practice	31
2.10 Australia, an Example of Modern PSD Best Practice	36
2.11 The Conclusion of the Concepts to Develop the Hypothesis and the Conceptual Framework	40
CHAPTER 3 PSD INFORMATION ABOUT THAI LOCAL GOVERNMENT	42
3.1 General Information about Thai Local Government	42
3.2 The Standard of PSD in Thai Local Government	43
3.3 The PSD Standard of Infrastructure for Municipalities	45
3.4 The Challenge of HRM Structure Design for Improving HPWS in Thai PSD	50
3.5 The Significance of Improving HRM Structure and the Competency of PSD in Local Government to Keep Up with Present and Future Contexts	52
3.6 The Problems of HRM Structure and Competency in Local Government PSD	52
3.7 The Strategy for Improving Thai HRM in PSD	55
3.8 The Conclusion	57
CHAPTER 4 RESEARCH METHODOLOGY	59
4.1 The Philosophy of the Research	59
4.2 The Research Design	60
4.3 Statistical Tools	61
4.4 Data Analysis	69
4.5 Research Populations	71
4.6 Research Tools	72
4.7 How to the Questions were Created	72
4.8 The Conclusion Table	76

CHAPTER 5 RESEARCH RESULTS	77
5.1 The Analysis of the General Information from Two Populations	78
5.2 The Analysis of the Leaders' and Staff's Opinions about the HPWS	83
5.3 The Analysis of the Citizens' Opinions of Those That Used PSD at the City Municipalities	91
5.4 The Impact of HRM Structure on Citizen Satisfaction in PSD	94
5.5 The Analysis of the HRM Structures That Affected Citizen Satisfaction	95
5.6 The Comparative Study of HRM Structure and Competency between the City Municipalities Having High Citizen Satisfaction and General City Municipalities	96
5.7 The Results of the Qualitative Research on HRM Structure and Competency for PSD	104
5.8 Summary of the Analysis and a Discussion of the In-Depth Interviews	113
5.9 The Combined Results of the Quantitative and Qualitative Study	114
CHAPTER 6 CONCLUSION AND SUGGESTIONS	116
6.1 Research Summary	117
6.2 Research Discussion	119
6.3 Best Practice Model for PSD	124
6.4 Suggestions for Future Research	128
6.5 The Conclusion of the Dissertation Knowledge	128
BIBLIOGRAPHY	129
APPENDICES	146
Appendix A List of City Municipalities in Thailand	147
Appendix B Questionnaire	152
BIOGRAPHY	162

LIST OF TABLES

Tables	Page
3.1 Mission and Authority of All Levels of Municipalities	46
4.1 The Cronbach Alpha Coefficient	62
4.2 Measure of Sampling Adequacy	63
4.3 Eigenvalue, Variance, and Standard Deviation in HRM Structure for Staff's Leaders	64
4.4 Factor Loading of Staff's and Leaders' Questionnaire in HRMS Structure after Orthogonal Rotation Using the Varimax Method	64
4.5 Measure of Sampling Adequacy Analysis	66
4.6 Eigenvalue, Variance, and Standard Deviation in Competency for Staff's and Leaders	66
4.7 Factor Loading of Staff's and Leaders' Questionnaire Regarding Competency after Orthogonal Rotation Using the Varimax Method	67
4.8 Measure of Sampling Adequacy	68
4.9 Eigenvalue, Variance, and Standard Deviation of Citizen Satisfaction	68
4.10 Factor Loading for Citizen Satisfaction after Orthogonal Rotation Using Varimax Method	69
4.11 The Conclusion Table	76
5.1 The Frequency and Percentage of the Leaders and Staff That Answered the Questions	78
5.2 The Percentage of Leaders and Staff Classified by Age	79
5.3 The Frequency and Percentage of Staff and Leaders Classified by Education	80

5.4	The Frequency and Percentage of Each Department in City Municipalities That Answered the Questions	81
5.5	The Frequency and Percentage of Leaders and Staff That Answered the Questions	82
5.6	The Frequency and Percentage of the Staff and Leaders' Working Ages	82
5.7	Mean and Standard Deviation of Leaders' and Staff's Opinions about HRM Structure	83
5.8	Mean and Standard Deviation of Leaders' and Staff's Opinions about HRM Competency	86
5.9	The Percentage of Leaders' and Staff's Opinions about HPW	89
5.10	Quantity and Percentage of the Citizens That Answered the Questions	91
5.11	The Citizens' Opinions Level about the PSD Staff in City Municipalities from the Lowest Level to the Highest Level	93
5.12	The Analysis of the Results of the Relationship between HRM Structure and Citizen Satisfaction in PSD	95
5.13	The Analysis of the Results of the Relationship between HRM Competency and Citizen Satisfaction in PSD	96
5.14	The Analysis of the Results of the Differences in the HRM Structure between the City Municipalities Having High Citizen Satisfaction and the General City Municipalities	97
5.15	Comparative Study of the Differences in HRM Structure between the City Municipalities That Had High Citizen Satisfaction and General City Municipalities	98
5.16	The Analysis Results Showing the Differences in the Competency between High Citizen Satisfaction City Municipalities and General City Municipalities	101
5.17	The Comparative Study of the Effectiveness between the HPWS City Municipalities and General City Municipalities	102
5.18	The Combined Results of the Quantitative and Qualitative Study	114

6.1	The Difference between High Citizen Satisfaction and General City Municipalities	118
6.2	The Comparative Study between International and Thai PSD Best Practices	121

LIST OF FIGURES

Figures	Page
2.1 The Principal of PSD	14
2.2 The Concept of Effectiveness in This Research	17
2.3 The Factors That Bring about a HPWS	26
2.4 The Composition of HRM Structure in the Public Sector	27
2.5 The Level of Competency	30
2.6 The Modern PSD Model	35
2.7 Conceptual Framework	41
3.1 The Principle of Decentralization to Local Government	43
3.2 The Level of PSD Standard in Local Government	44
3.3 The PSD Standard for Municipalities	45
6.1 The Conclusion of the Model for Improving Thai PSD	127
6.2 The Conclusion of the Dissertation	128

ABBREVIATIONS

Abbreviations

Equivalence

ACA	Australian Centrelink Agency
APS	Australian Public Service Commission
CVC	Centrelink Virtual College
HPO	High Performance Organization
HPWS	High Performance Working System
HRM	Human Resource Management
KAOs	Knowledge Skill and Others
KM	Knowledge Management
PSD	Public Service Delivery
SHRM	Strategic Human Resource Management

CHAPTER 1

INTRODUCTION

- 1.1 The Background of the Study and the Research Problems
- 1.2 Research Questions
- 1.3 Research Objectives
- 1.4 Scope of the Study
- 1.5 Anticipated Benefits
- 1.6 The Limit of the Study and How to Solve the Problems
- 1.7 The Conclusion

The decentralization of local government in Thailand was initiated during the reign of King Chulalongkorn in the first Sanitation District in B.E. 2440 (1897), THACHA-LOM, in Samutsakorn province. The concept of the decentralization of local government had been absolutely clear when the Subdistrict Administrative Organization Council and the Subdistrict Administrative Organization Act, B.E. 2537 (1994) were enacted.

In B.E. 2540 (1997), the concept of the decentralization to local government was initiated formally in the Constitution of the Kingdom of Thailand, B.E. 2540 (1997). Plans and strategies were specified in the time line of the Determining Plan and Process of Decentralization to Local Government Act B.E. 2542 (1999). It made decentralization to the local government a priority mission of the Thai government.

Well-known scholars, such as Wagoner and Pallotta (1988), and Van den Berg, Van Klink, and Van der Meer (1995), have defined the philosophy of democracy as one which is citizen-centered. Public administration in a democracy has to bring about benefits to most of the citizen. It has to have participation and access to the actual demands of the citizens. Moreover, the local government needs to be improved to be an organization that fits and is aligned with the work load, decision-making and solving problem effectively. In other words, the public sector in local government has to have high performance working systems for PSD (Public Service Delivery) in order to access the citizens' demands.

Therefore, the key of this research is to integrate the knowledge of public service delivery and the local government's philosophy in order to determine the best practice to satisfy citizens and to create a high-potential working system in the local public sector through Human Resource Management (HRM) structure and competency.

1.1 The Background of the Study and the Research Problems

At present, the decentralization of PSD at the local level is an emergency issue. There are both advantages and disadvantages of such decentralization because of the context of the local public sector, such as structure, HRM, KSAOs (K=Knowledge, S=Skill, A=Ability, O=Others), and so on. How to know if Thailand is ready to decentralize is reflected in the returning of the workload and responsibilities from local PSD to the central government.

Research on the results of Thai decentralization during B.E. 2521 until B.E. 2556 (1978-2013), from the Faculty of Political Science at Chulalongkorn University (Weerasak Krueathep et al., 2014), indicated that the workload returned to the central government can be classified as follows: 28% was from construction and maintenance, 10% from education, and 68% from the local community's laws and regulations that did not align with the work. The greatest workload returned to the central government was fuel management and control, and all of the problems came from two main causes.

First, lacking fiscal power, the local public sectors have to count on the budget allocated from the central government. All income and taxes from the local public sector have to be sent to the central government, and then the central government will manage and allocate these to the local governments. This is the reason why the local public sectors have to follow central government policy and depend on the decision-making of the central government.

Second, most of the problems in local government come from the HRM structure and competency that do not align with the work system. The twelve research case studies of the Provincial Administrative Organization (PAO) in B.E. 2551 (2008) showed that it returns work load to the central government of 77.9% for

infrastructures and 100% for the planning of investment, trading and traveling because of these reasons. First was lack of an HRM structural design. When the structure of HRM does not support for working, an organization cannot recruit, retain or develop a talent pool for doing the work that is transferred from the central government. Second, the career path does not motivate, so the staff in the central government or people that have KSAOs for working do not want to work for the local public sectors. Third, because of lack of experience in the local context, the local staff cannot work effectively to reach goals. Last, local public sectors have problems regarding fiscal management because they have to depend on the budget from the central government.

All of the information above shows that the problems of HRM structure and competency in the local government bring about workload returning. It is the key of this research to study and develop knowledge in order to figure out the HRM structure and the competency of the staff in local public sectors in order to continue with the workload effectively that has been assigned by the central government.

1) The Relationship between HRM Structure Design and the Competency of PSD and Citizen Satisfaction

Structural designs are very significant in terms of effectiveness in public organizations (Gibson, Ivancevich and Donnelly, 2000). The structures of HRM have to be aligned with the workload, environment, and situation that the organizations have to confront. Strong and stable organizations always have diversity and flexibility in their HRM structural design (Mabey, Salaman, and Storey, 2001). The structures have to support all of the procedures and work flow (Mabey, Salaman, and Storey, 2001) for the following reasons.

First, structures specify the division of work and responsibility of the workers. Second, they identify the steps of the work, hierarchy, and teamwork. Third, they reflect decision-making in terms of hierarchy, span of control, and centralization or decentralization. Fourth, they are instruments for the manipulation of the steps of work, standards, and rules and regulations.

It is easy for an organization that has a fit in its HRM structure to improve its staff and it can use all its competency to improve the work. One definition of competency is the behavior or qualification that supports or brings about high-

potential performance (Spencer and Spencer, 1993; Parry, 1996; Cooper, 2000). This definition of competency covers KSAOs, which impact work achievement. According to Werawat Punnitami, there are three levels of competency (Werawat Punnitamai, 2009):

- (1) First, personnel competency
- (2) Second, working competency
- (3) Third, organization competency

The competency will be different in each organization depending on the goals, objectives, and types of business of the organization. Thus, the performance appraisal using competency models that support the organization's objectives will be different according to departments, the type of organization, and its responsibilities.

Public organization design directly affects HRM structure and competency. Moreover, public organizations, especially today, cannot avoid the environment and community contexts. The organization's work processes directly involve the external environment because the objectives focus on improving the quality of people's lives, such as local governments that have responsibility for public service delivery and for citizens.

This research applies strategic human resource management (SHRM) to adjust the organization process from a reactive to a proactive strategy for supporting the workload in the organization (Becker and Huselid, 2003). Proactive strategies will be discussed and developed for the organization structure, the HRM system, and competency for future responsibility as well. Therefore, the variety of contexts forces the public sector to be a high performance work system for high potential in PSD (Nisada Wedchayanon, 2011).

2) The Relationship between Citizen Satisfaction and PSD

The most significant aspect of the PSD target is citizen satisfaction. The strategy for making citizens to impress PSD and use the services again will increase the quality of the lives of citizens. If the government can raise the quality of citizens' lives through PSD, it will support the development of the country. Therefore, citizen satisfaction is both the goal and a sign of the effectiveness of public services.

There are many definitions of effectiveness; however, effectiveness in this research is defined as high citizen satisfaction and HPWS influencing

achievement by using reasonable resources (Pfeffer and Salancik, 1978) for work, integrating and responding (Robbins, 1990) to all of the goals of stakeholders (Quinn and Cameron, 1983) in the organization.

For all the reasons above, the effectiveness of the public organization in this research is defined as the HPWS together with the high citizen satisfaction. The study discusses the concepts and theories necessary for improving the knowledge of the HPWS for PSD staff (Lepak and Snell, 1999), such as human capital theory. It is a theory according to which people having difference in contexts, so they need different strategies to develop their competencies. The resource-based view, a concept of higher competency in HRM, the more opportunity for organizations to have benefit. In other words, HRM competency is significant in organizations, so each group of workers needs a special strategy to be managed, developed, and retained.

Citizen satisfaction in terms of PSD involves both citizens and the PSD staff. Citizen satisfaction cannot happen without high quality services from the PSD staff and the PSD staff cannot work effectively without HRM structure and competency that fit their responsibility. Thus, the context of the background problems and the situational influences on this research are to develop knowledge to realize PSD in local public sectors to be a HPWS. The PSD in the local government that has high effectiveness should have best practices in its HRM structure and competency for working effectively. The research applies city municipalities as the representatives of local public organizations. They are the samples used to ascertain what the differences are in the best practices between high citizen participation city municipalities and general city municipalities.

1.2 Research Questions

The research questions come from the literature review on the problems that are identified by PSD in city municipalities. The questions are related to HRM structure and competency which bring about citizen satisfaction in PSD, so the questions can be identified as follows:

- 1) Does the HRM structure in city municipalities influence PSD?
- 2) Does the HRM competency in city municipalities influence PSD?

3) What are the differences in the HRM structure and competency between city municipalities that have a high level of citizen satisfaction and general city municipalities?

4) What should be the best practice model of HRM structure and competency in Thai city municipalities in the present and future?

1.3 Research Objectives

The objectives guided by the research questions are the following:

1) To examine how and if HRM Structure and competency effects City Municipalities PSD

2) To study what is the difference between city municipalities that have a high level of citizen satisfactions and general city municipalities in HRM Structure and Competency

3) To suggest Best Practice Model of HRM Structure and Competency for contexts of Thai City Municipalities PSD

1.4 Scope of the Study

The scope of this research focuses on HRM structure and the competency of city municipalities that influence citizen satisfaction. The populations used in this research are Thai city municipalities from four parts of Thailand, not including Bangkok and Pattaya, but chosen randomly from each part of Thailand, for a total of eight city municipalities (from a total of 30 city municipalities in Thailand).

The concepts of this research were based on citizen satisfaction and best practices for PSD. The processes of the study were initiated first, by reviewing the literature about the knowledge and theories related to PSD problems, contexts and situations in the Thai local government.

Second, this research applied knowledge from the literature review to identify the problems, goals, objectives, and conceptual framework of the research.

Third, hypothesizes were developed for the research from the conceptual framework.

Fourth, all of the information as evaluated in order to ascertain the relationship of HRM structures and the competency of PSD staff members.

Fifth, statistics and tools were applied to analyze the relationship of the factors (for the quantitative research).

Sixth was the process of using quality information from the literature review about case studies of PSD from countries that had best practices. The next step was to compare and adapt best practices for the Thai PSD model in the local government, and then interview public, private and independent organizations' executives regarding their opinions about PSD.

The last step is to identify the gaps in the HRM structure and competency of PSD between the present and future of city municipalities by employing the knowledge of SHRM, HPWS, and best practices of international standards to suggest and present a fit model for Thai PSD.

1.5 Anticipated Benefits

1) To develop a new model for PSD in Thailand because the knowledge we have cannot cover the diversity and unique contexts of the present and future. This research focuses on developing HRM structure and competency knowledge for PSD that is different from that in the private sector.

2) To find new models of PSD from the best practice countries and use them for comparing them with Thailand. Then the next step is to create a model fit for HRM structures and competencies in Thai PSD to satisfy the needs of citizens and to update the knowledge of theories and practices of modern PSD to develop PSD in the Thai local government.

3) To discover the problems in HRM structure and competency of Thai city municipalities in the present and future for preparing how to improve the models to keep up with new contexts. Moreover, this research applies new knowledge for the present and future.

4) To access the real problems of HRM structure and competency that are different from each other. Moreover, this research suggests a problems solving model for improving PSD to be a HPWS and ascertains the difference in HRM structure and

competency between city municipalities that have high levels of citizen satisfactions and general city municipalities.

5) To integrate all of the information to create knowledge for designing an HRM structure and competency model that aligns with the Thai PSD system. Moreover, the study classifies the level of city municipalities to improve the unique model for the different contexts. The knowledge of the study will bring about SHRM to eliminate the gaps between present and future HRM structure and competency in order to keep up with future changes.

1.6 The Limits of the Study and How to Solve the Problems

This research was initiated during an important turning point of Thailand, around August 2559 (2016). There were a lot of changes in Thailand at that time, such as the changing of the kings and the government being taken over by the military, so it made it difficult for the researcher to access significant information for the following reasons.

1) The target groups of the population such as the staff and leaders of city municipalities did not dare answer the research questions to strangers or researchers. Therefore the researcher decided to access the target group in three ways to solve this problem: by sending the questionnaires by mail, sending questionnaires using connections with executives that influence the local government, and sending questionnaires to the people that knew the staff workers inside the city municipalities (informal connections).

From the ways of collecting the data, the best way that could access the information was by sending questionnaires to the persons that were familiar with the staff members inside the city municipalities. The other methods were not able to access the target groups.

2) Regarding the qualitative information, most of the staff personnel avoided giving negative answers because they were very careful about a situation that could risk their position. However, the in-depth interviews with the executives (qualitative information) could explain and cover this problem because the interviewers were with persons that they trusted, so they dared express their opinion.

3) During the research, the policies, laws, regulations and so on are were not stable, and this made it difficult for the researcher to study in these dimensions because they changed and all the time.

4) The rewards that the city municipalities received could not guarantee good-quality PSD. The researcher solved this problem by using quantitative information to be the indicator to separate the high level of citizen satisfaction and the general city municipalities for a comparative study instead.

1.7 The Conclusion

The indicator of the achievement of the public sector in terms of PSD is “service excellence.” It focuses on citizen satisfaction with government services, because high quality PSD from the government will motivate the improvement of society, the economy, and the quality of people’s lives. If citizens are wealthy, healthy, and happy, they can count on themselves, be independent, and participate in government policy. This is the most important principal of democracy, so PSD is both a strategy and a tool for developing a country. The local government is the public sector that takes responsibility directly and is close to citizens, so this is the reason that this research selected Thai city municipalities to be the case study.

The main point of this chapter was to identify the background of this research initiated from the literature review and the comparative study of HRM structure and competency that influences citizens’ satisfaction with Thai PSD. It brings about new knowledge that can answer all of the research questions, so these are the objectives, scope, methodology, and benefits of the study. Further, this research will apply the knowledge of practical work for Thai PSD.

CHAPTER 2

LITERATURE REVIEW

- 2.1 The Concept of Citizen Satisfaction
- 2.2 The Definition and Principal of Public Service Delivery (PSD)
- 2.3 The Indicators of Trust and Effectiveness in PSD
- 2.4 The Influence of E-Government on HRM Structure and Competency
- 2.5 HRM Structure and Competency for PSD
- 2.6 SHRM (Strategy of HRM) to Bring about a HPWS (High Performance Working System) in PSD
- 2.7 The Composition of HRM Structure in the Public Sector
- 2.8 The Competency for Bringing about a HPWS in PSD
- 2.9 PSD for International Best Practice
- 2.10 Australia, an Example of Modern PSD Best Practice
- 2.11 The Conclusion of Concepts to Develop the Hypotheses and a Conceptual Framework

This chapter is comprised of a literature review related to the knowledge of PSD in the public sector that aligns with the present context of the economy, the social situations, and politics, etc. PSD has to develop knowledge of both practice and theories in order to improve HRM structure and competency for increasing citizen satisfaction.

2.1 The Concept of Citizen Satisfaction

Citizen satisfaction can be observed by the human behavior that respond to service, so it is very difficult to evaluate directly. However, Citizen satisfaction can predict by the opinion, the genuine feeling and attitude. Satisfaction involves directly to motivation of human behavior. Maslow explained satisfaction by the knowledge of motivation that human base on behavior assumption of the knowledge about

(Koznjak, 2017), first, humans have unlimited demands. If they receive the demands that they need, they will have others to replace them endlessly.

Second, the demands that they receive cannot motivate them ever again. Only the demands that they do not receive can stimulate their behavior (Maslow, 1970).

Third, humans have a hierarchy of needs. When the low level of need was responded, they will search for a higher level.

2.1.1 How to Appraise Satisfaction (Donald and Larry, 1970)

There are many methods for evaluating satisfaction.

1) Using questionnaire for reflecting the opinion” this method gives fixed answer choices by asking the level of satisfaction that citizen can give credit mark for evaluating their satisfaction.

2) Interviewing: this method uses the tactics and skills of the interviewers to attain information directly from citizens.

3) Observing: this method evaluates the satisfaction by the behavior of target group such as gesture, words, reaction and etc. The observing has to have structures and goals for attaining the important information.

It is very important to consider how service can improve the satisfaction. Good-quality services are determined by citizen satisfaction and there are many factors that cause citizen satisfaction. First, citizen satisfaction influences the characteristics of executives, the types of services, and staff. It is the reason that before providing services, organizations should survey and check what citizens need. This information will indicate what the right services are, and the processes and staff for responding to the citizens’ expectations (Bruno and Giovanna, 2005).

Second, citizen satisfaction is a keyword for appraising the effectiveness of PSD. Good services that can respond to citizens’ expectations will cause customers to use the services again many times. The quality of PSD depends on many factors, such as place, environment, the staff’s competency, technology, reliability, and the trust of the citizens.

Third, staff satisfaction is an indicator of PSD achievement. Both citizens and staff satisfaction are significant because staff satisfaction motivates high quality of

work, good attitudes, morale, and a service mind while citizen satisfaction brings about high quality of citizens' lives.

2.1.2 The Qualification and Composition of PSD Satisfaction (Heskett, 1998)

The strategy for PSD has to concentrate on citizens' demands, so the organization needs to understand the composition of citizens' satisfaction.

1) The PSD satisfaction is how people express their positive feelings about the environment, quality of service, and meeting demands. In the same service, people have different satisfactions that depend on the experience of each person, for example, how they were treated, the opportunity to access services, how the service meets their expectations, etc.

PSD satisfaction can be evaluated according to the difference between the service that citizens receive and their expectations. Before citizens come to use PSD, they have expectations in their mind from the experience and the information that they receive. They always compare their expectations with the real services. The satisfaction can be changed all the time depending on the different situation, environment, time, etc.

2) The composition of satisfaction has 2 factors. First is the perception about the quality of service that should be attained and second, the proper methods of services such as communication, time, option, accessibility, service mind, staff's KSAOs, etc. Therefore, PSD satisfaction can be appraised from the perception of citizens concerning the quality of services together from the effectiveness of the service process. If the services can respond to the demands of citizen effectively, they will have a high level of satisfaction.

3) Citizen satisfaction in PSD (Joseph and Micheal, 2000: 193-218)

The one of important parts of PSD achievement is citizen satisfaction. Satisfaction can be classified according to 2 types: first, the satisfaction from getting what you expect, and second, the satisfaction goes beyond expectations. Citizen satisfaction will take place if citizens get what they expect. Most expectations involve the following:

- (1) Quality of service or product
- (2) Price
- (3) Places to access the services
- (4) The behavior of the staff
- (5) The reputation of the organization and trust
- (6) Atmosphere and environment of service
- (7) Process and communication

High-quality PSD causes citizen satisfaction. However, the achievement of PSD has to count on both citizens and staff satisfaction. The more staff satisfaction, the better is the quality of PSD, and the higher is citizen satisfaction.

2.2 The Definition and Principal of Public Service Delivery (PSD)

Public service delivery means the activities that involve a public juristic person, and has the objective to service and meet the demands of mass citizens. PSD activities have to be continuous, timely, ample, equitable, and progressive (Anek Laothammatasana, 2000; Jarus Suwanmala, 1999).

Therefore, PSD is composed of, first, the principal of equitable service; all groups of citizens have to be treated with equal standards of service without discrimination. Second is the principal of continuous service; PSD activities have to have stable. Third is the principal of timely service; there has to be a certain service time. Fourth is the principal of ample service; there has to be sufficient services for all the citizens. Fifth is the principal of progressive service; PSD activities have to improve services all the time to approach each change, to increase effectiveness, and reduce the resources for work (Office of the National Economics and Social Development Board, 2001).

The Principal of PSD

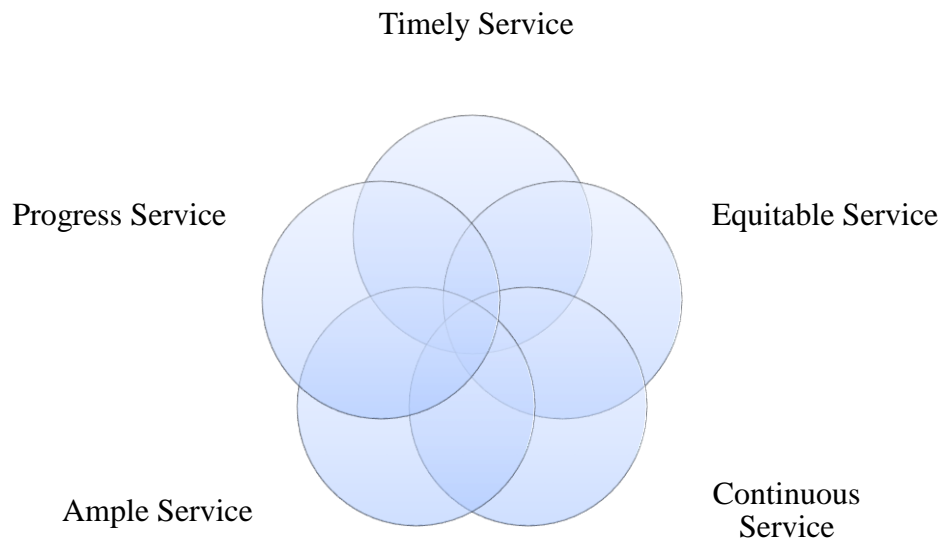


Figure 2.1 The Principal of PSD

Source: Office of the National Economics and Social Development Board, 2001 .

PSD is comprised of the services that cover both the public and private sectors to meet the citizens' demands. PSD can be classified into three groups: 1) PSD from the central government, 2) PSD from the local government, and 3) PSD from industry and commerce from the private sectors (De Soto, 1989; Alain-Serge, 1991).

PSD is controlled by the central government and assigned to local government to have responsibilities for PSD on the local level. Basically, PSD is the missions that the central and local governments have for services to create higher quality lives for citizens. Thus, PSD is like insurance from the government that gives social security and safety regarding basic need to make citizen have stable lives, so the definition of PSD will cover all public activities of the government that have the objective of supporting the benefits and needs of citizens. Moreover, all groups of citizens must have the opportunity to access PSD equally (Rene Chapus, 2000).

The PSD in the public sector is the services that are managed by the government. The representative organizations have to be a juristic person that has a working system, a hierarchy, a span of control, job descriptions, and rules and

regulations that are determined by the constitution. PSD from the government can be separated to 2 types (Orathai Kphol, 2006 (2549): 17):

1) PSD from the central government that has to be centralized because it involves the benefits of the citizen of the whole country, such as education, public health, public security, public finance, etc

2) PSD from the local government that is decentralized from central government. The objective of decentralization is to service the citizens in each country according to their needs and demands. Moreover, the local government can access citizens directly and closely much more than the central government.

Local PSD is the activities where local governments service the citizens in their area to raise the quality of lives and support the participation of citizens in the public sector. There is a variety of workloads, but each local sector has different competency to do the mission that the central government has assigned. The workload that local government cannot do can be solved in many ways, for example, returning the workload to the central government, or outsourcing it to other private and public organizations that can do it. In conclusion, PSD in the local government can be managed by the following methods.

First, local governments can run all missions by themselves.

Second, in the case of a lack of KSAOs and technology, the local government can work together with the private sector entities that have the ability for that mission.

Third, outsourcing to the public sector or other organizations that are more professional in taking on the workload than the local government can be used.

Fourth, giving opportunity for citizens and the public sector to participate, manage, and make suggestions is possible.

The best practice of PSD will come from the trust of citizens that believe the PSD will give benefit and can help them have better lives. The PSD staff should have a service mind, KSAOs, and be ready to serve. The process to access the service should be simple and not sophisticated in order to save time, should be able to be understood easily, be convenient and have explicit communication. The PSD service should have a good location, polite service, be reliable, and have proper technology. The most important goals of PSD are the higher quality of lives and participation from citizens (Hoffman and Batson, 2006).

2.3 The Indicators of Trust and Effectiveness in PSD

2.3.1 The Indicators of Citizen Trust in PSD

Citizen satisfaction and trust in PSD are very important because they are the feelings that the citizens have that PSD can help them have a higher-quality life. The indicators can be seen below (Paine, 2003).

- 1) The factors of organization competency concern the level of knowledge, ability, skills and others that link or support how to work.
- 2) Integrity is about working with transparency and accountability without corruption.
- 3) Dependability is the principal of having a best standard, stability, and continuous service for the citizens to access PSD.
- 4) Participation is the principal that opens to the citizen for suggestion, audition, making decisions, and determining policy on PSD.
- 5) Citizen commitment is the principal that the citizen is a part of the PSD, so he or she has the responsibility to participate to improve PSD and to access it by him/herself.

Thus, all five factors directly affect citizen participation and trust, and they are the indicators of PSD effectiveness in the public sector.

2.3.2 The Effectiveness of PSD Staff in the Public Sector

The definitions of effectiveness are diverse depending on the goals and objectives of organizations that involve the quality of using the resources (Pfeffer and Salansik, 1978). Moreover, effectiveness has to absolutely meet the citizens' demands and integrate the goals of all groups to be the organization's goals (Quinn and Cameron, 1983) and go in the same direction (Robbins, 1990: 49).

Thus, organizational effectiveness counts on different indicators of the organization's achievement, so effectiveness is composed of goals, objectives, expectations, survival, and improvement of the main groups that are the most important for each organization. From the definition above, effectiveness can be classified according to the indicators of organizational achievement as follows (Cameron, 2005).

1) The first concept is goal attainment, where effectiveness is indicated by the actual goals of the organization, so, according to this concept, organizations have to be clear in their goals. Moreover, organizations have to integrate the goals of all groups that influence organization survival.

2) The second concept, a systems approach, is where effectiveness is indicated by the quality of work from all parts of the organization. The main idea of this concept is that the sustainable achievement of an organization needs to improve all parts of the work system together. If the organization ignores any parts, this will impact all of the system, so all parts of the work system have to be strong. This concept focuses on input, process, output and feedback to evaluate effectiveness.

3) The third concept, the competing value concept, focuses on the profits of investment and ROI, so this concept is suitable for the private sector.

All three concepts concern how to determine effectiveness and are an indication for each organization. For example, for the private sector, the indicator of organizational effectiveness should be the profit and benefits of the stakeholders. For the public sector effectiveness cannot be identified by profit and money, because the goals of the public sector are the mission that supports the well-being of the citizens. Thus, the indicators of the public sector depend on a HPWS, which provides high quality PSD and meets the demands of the citizens.

Therefore, the indicators of effectiveness in this research integrate the concept of goal attainment with the concept of the systems approach (Mintzberg, 1981b: 103-116) (Figure 2.2).

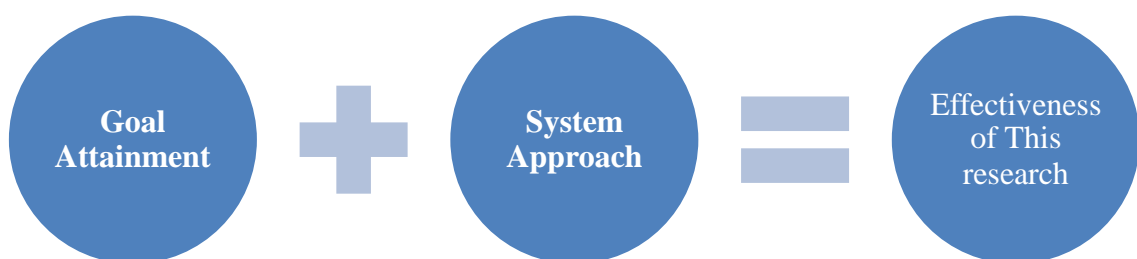


Figure 2.2 The Concept of Effectiveness in This Research

Source: Adapted from Mintzberg, 1981b.

2.3.3 Good Governance for Improving PSD (Public Service Delivery)

The old system of Thai public service delivery is centralization. All policies and processes of work were determined by the central government and from the politicians in the majority parties. This is the reason that the PSD staff must take responsibility for what the central government needs, not the citizens' needs. Later, PSD principals were changed. The NPA applied business strategies for working in the public sector to improve how to work effectively, as in the private sector.

However, the different context of work between the public and private sectors is that the private sector focuses on the benefits of business, but the public sector has to pay responsibility to the citizens' need. Therefore, good governance is the principal that adjusts the principal of the private sector to get along with the public sector (Thirayuth Boonmi, 2002; Denhardt and Denhardt, 2003),

Good governance covers both the procedures and goals of the public sector to take responsibility for the citizens more effectively than do politicians or the central government. The principal was changed from controlling and giving services to developing citizen participation in services. The citizen is a part of the public sector that takes responsibility for auditing, making suggestions, and using PSD. Sustainable development comes from good governance that is composed of the following factors (The Good Governance Royal Decree B.E. 2556, 2003).

First, rules and laws are the principal of balancing power for auditing and management to protect citizens' rights. All Thai laws that are enacted from the Constitution have to be strong and stable. The judiciary has to be separate from all power. Second is ethics, the principal that works without any kind of corruption or anything that contrasts with regulations, tradition, or morals. Third is transparency, the principal that opens all information of work to all parts of society. Fourth is the citizens' participation, where there are three levels of participation: 1) giving information, 2) making decisions, and 3) taking a part in improving PSD. Fifth is accountability; this it is the principal of being ready all the time to be audited. Accountability is determined by goals and policies, so all teams and staff members have to be responsible for the investigation from all parts of society. Sixth is value for money; this is the principal that uses all resources practically and effectively for bringing about the highest quality of PSD.

All six principals above are the indicators of good government in PSD. Good governance causes sustainable developing for democracy and the strength of citizens' participation by concentrating on citizen centers (Thawilwadee Bureekul, 2002). In conclusion, the integration of good governance, environmental changes, and new technology influences PSD in adjusting and improving so that it is practical and effective. This is the reason that this research applies SHRM to prepare PSD for a new era.

2.4 The Influence of E-Government on HRM Structure and Competency

Modern technology plays an important role in HR structure and competency changes in PSD, especially regarding e-government. The public sector needs to have high potential technology to support public services. Online systems link all information together, and this causes the competency of public staff members to support situational change. HRM structure and competency in the public sector have to adapt to modern PSD that uses more technology, has fewer staff members, and greater competency and efficiency.

E-government is a new PSD model that links communication directly between government and government (G2G), government to the business sector (G to B), government to customers (G to C), and government to employees (G to E) through online technology.

E-government is a working system that helps classify groups citizens for PSD and the communication between the public sector and the citizens. It makes the citizens feel close to the public sector and initiates participation and good relationships, so it can solve the problems of the old system and contributes to a new model of PSD—the keys of the management process for e-government.

- 1) E-government is a tool for the public sector to communicate with the citizens and for the citizens to access the PSD quickly and easily, so this is related to the evolution of techniques and knowledge in management for each period.

- 2) It is necessary to have cultures and HR competencies that align with the e-government system, because culture is an informal structure that specifies work behaviors, decision-making, leadership, and the objectives of the organization.

3) The work by e-government is initiated by the vision of executives and requires the participation of the citizens. It is a top-down strategy.

4) E-government has to have a fit design and unique model for working. The alignment of decision-making, politics, and working procedures of e-government will help executives access the citizens' information directly, such as demands, suggestions, and problems. This information supports good decision-making, right policies, and helps citizens to access public executives easily.

5) E-government functions as a tool that supports the strength of democracy, because it is very comfortable for the citizens to participate in all steps of the decision-making, procedures, and problem solving. Moreover, it provides the opportunity for the citizens to communicate what they need, so the e-government and revolution of PSD effect directly on the HR structure and competency. When the e-government system design is aligned with job identification and fits the HRM structure it brings about a more comfortable and faster work process. The HRM structural model functions as a system that determines HR competency for PSD and develops a new model that is the key of a citizen-centered model. Further, it helps to reduce costs and resources together with increasing the quality of public services.

The new PSD focuses on citizen-centered information and can be accessed by all groups of citizens equally. The e-government functions as a tool, power, and strategy that force PSD to be developed quickly and effectively. At the same time, it is very difficult to resist the power of e-government because 1) it causes the power of the citizen participation; 2) all information change is updated all the time according to context and situation, so decision-making, policies, and strategies are changeable from outside in; 3) e-government brings creates social networks, so the citizens can take part in policy-making and auditing the PSD system, causing trust, accountability, and transparency.

In conclusion, HRM structure and competency are very significant in terms of fitting PSD for achieving and improving all services of the public sector.

2.5 HRM Structure and Competency for PSD

The different roles between the public and private sectors influence the organization's knowledge or theories that apply to work in public service delivery. It

is necessary to realize and understand the different contexts between public and private sectors (Christensen, 2007).

1) Regarding different goals and objectives, the private sector prioritizes the benefits of shareholders and the owners of business, but the public sector has to be responsive for the satisfaction, the quality of lives, and the security of citizens (Parker, 1995; Rhodes, 1997).

2) Regarding the background of leadership, the leaders in the private sector have to be approved by the owners and shareholders of the business, but in the public sector, the leaders come from politics and the majority vote of the citizens (Putnam, 1994).

3) The different backgrounds of the leaders bring about different responsibilities. In the private sector, leaders have to be very responsive regarding the satisfaction of shareholders. On the other hand, in the public sector, leaders have to focus on the government party, interest groups, and the citizens that support them (Rhodes, 1997).

4) The strategies in the private sector depend on the demand and supply of markets, but in the public sector, leaders have to be very flexible regarding the goals, visions, strategies, and policies that count on the government party that comes from a majority vote (Denter & Rose, 2005).

5) In the public sector, leaders must have more diversity in their responsibilities and activities than in the private sector because it is comprised of many interest groups and citizens. They have to serve differences in demands, goals, and objectives, so the public sector cannot identify with certain goals because of having to compromise for the demands of all parts of society (Cheema and Rondinelli, 2007).

6) In the private sector leaders have more stable goals, visions, systems, and policies than in the public sector. In the public sector, enterprises have to follow political requirements. If the government party changes the policies, strategies, and visions also change automatically (Frederickson et al., 2004).

7) The public sector works for all parts of the country that have differences in cultures, values, norms and contexts, so the management systems have to be adjusted to align with the unique contexts of each part of the country.

8) The management in the private sector is handled by rules and regulations determined by entrepreneurs. On the other hand, in the public sector the work systems are controlled by law according to the constitution of Thailand.

For all of these reasons, the different contexts influence HRM structure and competency of the public and private sector. It is very important to integrate the diversity of work contexts such as cultures, interest groups, political parties, and the citizens to achieve the objectives of public service delivery (Kooiman, 2003).

2.6 SHRM (Strategy of HRM) to Bring about a HPWS (High Performance Work System) in PSD (Public Service Delivery)

2.6.1 The Principal of SHRM for Improving PSD

The key to bringing about SHRM is the alignment of the whole system, in the same way all parts of the public sector have to go in the same direction. Many scholars have defined SHRM to be in the same definition; first, SHRM has to link with the organization's strategies and organization's goals. All working parts have to be aligned to be a working system (Boxall and Purcell, 2002; Barney and Hesterly, 2006; Becker and Huselid, 2006; Armstrong, 2008) Second, the line managers have to take responsibility for HRM by coordinating with the HR department to support, engage, and make suggestions to the work staffs to improve KSAOs. Third, the definition of human capital, staffs are the assets of the organization not a cost of the organization. Fourth, the reward and career path system has to be evaluated by the staff's KSAOs. Fifth, SHRM pays attention to the commitment of the staff in an organization (Nisada Wedchayanon, 2011).

HRM strategy has to go together with organizational strategy. The organization work design has to match with the HRM structure for the greatest effectiveness in work through manpower planning, recruitment, selection, training, developing and culture, including performance appraisal, to bring about best practice in SHRM.

In conclusion, the main point of SHRM is the alignment of HRM structure and the organization's goals. In the business sector, SHRM structures have to support work, ROI, and competency, At the same time, in the public sector, SHRM is the

alignment of all the above that support the quality of citizens' lives . All PSD has to be responsible for the benefit of all groups of stakeholders in the country. Thus, it is necessary for the public sector to design HRM structure and competency to bring about tacit knowledge of staff in order to improve the work process to be a HPWS (Davenport, 1999; Combs et al., 2004). The HRM structure affects the work process and staff competency because HRM structures are related to hierarchy, span of control, decision behavior, and the organization's culture (Denison, 1990; Conger and Benjamin, 1999; Cohen and Keren, 2008; Bateman and Snell, 2009). Therefore, the HRM structure has to fit the work system to bring out the highest potential of the organization's staff to become a HPWS. If the organization has an unfit work context, it will be very difficult for the staff to bring out their competency to improve their jobs, so this shows that HRM structure impacts directly the HRM system and competency.

Thus, the public sector has to consider the fit of the HRM structural design to support the work system. The HRM system initiates the recruitment, selection, and retention of the staff that has competency in PSD so the HRM system needs to be proactive in terms of management strategy. All of the HRM processes have to be designed to attract a talent pool that deeply understands the PSD context for the uniqueness of each local demand.

2.6.2 Human Resource Architecture (HRA)

The integration of knowledge from the above information supports the assumption of HRA that places priority on human resources as an asset, not a cost. It is very important to invest in the development of HRM competency, because human capital is a significant key to the success of the organization (Lepak and Snell, 2002; Jones, 2004). Thus, the HRM system, such as recruitment, development and retention, has to be designed to improve and bring out all of the competency of human capital to develop the organization's work, so HRA is composed of three concepts. The first is that each person has unique KSAOs, so the organization has to classify the prominent skills of each person and group. The second is that the reason from the first causes a different model of management, working style, career path, and development for each group and each person. The Third, it is necessary to integrate all of these differences

so that they work together, such as the differences in the hierarchy of departments, teamwork, etc.

If an organization has best practice in human capital management, it will harmonize all different units to have a HPWS because of having information and vision sharing (Batt, 2002; Baron and Armstrong, 2007; Garner, Wright, and Moynihan, 2011) using databases.

Therefore, an alternative strategy of HRM that supports an organization to have a proper HRM structure, put the right man in the right job, and that brings out the highest potential of HC (human capital) to improve organization work. It is a strategy that builds the HPWS in the organization and gives it greater advantage and makes it irreplaceable. (Hudson, 1993; Garavan, Morley, Gunning, and Collins, 2001; Gratton and Ghoshal, 2003).

2.6.3 A HPWS: High Performance Work System for Improving PSD

A HPWS is a system that can bring out all the best potential, competency, and tacit knowledge of human capital to work for the organization. A HPWS has to be managed through the HRM structure, so it has to have a proper design to attract, develop, and retain the talent pool for working for the organization, so the HRM structure design is the key to bringing about a HPWS (Baron and Armstrong, 2007).

The factors bringing about a HPWS (Boxall and Macky, 2009)

1) Leadership is comprised not only of executives or leaders that have to have leadership qualities, but all levels of the staff have to exhibit leadership too. All staff members have to deeply understand the contexts of the organization to analyze what strategies and systems best fit the organization's work. Especially the executive has to support and motivate workers to bring about a practical HPWS (Zhu, Chew and Spangler, 2005; Brown and Trevino, 2006; Schimmoeller, 2006).

2) Human capital means that the organization has to attract a talent pool to work with it. Not only does the organization have to attract a talented group, but it also has to teach them how to use their potential, put them in the right positions, develop them, motivate them to work with the highest quality, and help them to be committed to the organization (Tansky and Cohen, 2001; Wright, Gardner, Moynihan and Allen, 2005). The talent pool can do nothing if the organization does not have a

fit structure or system to support this group to bring out their KSAOs (Schuler and Jackson, 1987; Hislop, 2003).

3) The HRM structural design of a HPWS has to do the following, One, it has to be aligned with the type of work and business. The HRM structural design supports human capital to use competencies for working and it makes the organization easy to recruit, select, improve, and retain the talent pool because the HRM structure supports the career path of this group. Two, it has to be obvious that the performance appraisal evaluates the work of KSAOs. Third, training, developing, and rewarding have to motivate human capital to improve their potential (Macky and Boxall, 2007; Jones and Robinson, 2009).

4) Regarding alignment, SHRM in an organization must be aligned with the goals, policies, processes, and the system. If all parts of the organization are aligned with each other, it will create team cooperation and working in the same direction (Holbeche, 2001).

5) In terms of culture, this is the informal structure that impacts the flow of the work, organizational behavior, and decision-making. If an organization has a culture that supports the process of work, such as teamwork, having a service mind, social responsibility, etc, it will bring about a HPWS (Kotter and Heskett, 1992; Kotter, 1998; Cameron and Quinn, 2011).

2.6.4 The Obstacles to a HPWS

Regarding leadership, if the executives and staff workers in the organization do not understand, prioritize, or have a vision about the HPWS or have all of these but do not have the ability to apply them, they cannot initiate a HPWS.

Regarding the HRM structural design, if it does not fit with the work process and the type of work, the organization will not have the ability to attract, improve, and retain a talent pool or cannot use their potential to work. Moreover, it causes wasted time and resources, overlapping in working processes, etc.

Regarding goals, if none of the stakeholder's objectives can be integrated with all of the objectives for work, he or she will work for his/her own goals and not for the organization goals, so it will not bring about a HPWS in the organization.

In terms of cultures, some cultures obstruct HWPS, for example, in a patronage system. This spoils the morale of competent staff members regarding work

because the career path and promotion do not count on KSAOs, but depend on relationships more than on performance (Figure 2.3).

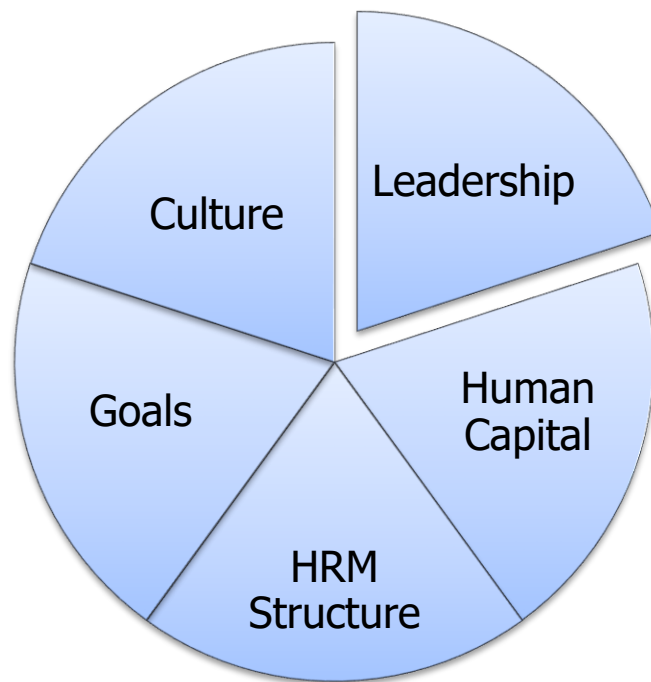


Figure 2.3 The Factors That Bring about a HPWS

Source: Boxall and Macky, 2009.

2.7 The Composition of HRM Structure in the Public Sector

The knowledge of HRM structure in the public sector is very important because HRM structures determine the framework of responsibility, authority, decision-making, the work system, the hierarchy, span of control, etc. Moreover, the HRM structure directly affects the organization's achievement. The HRM structures in the public sector are more complicated than in the private sector (Marcel and Bekher, 1997) because the public sector is composed of many departments of work that have different workloads and responsibilities. There are three compositions of HRM structures in the public sector (Kettl, 1994; Kettl and Dilulio, 1995; Nunberg, 1995; IBM Corporation, 2013),

1) The formal organizational structure: determined by rules, regulations, and laws approved by the Constitution such as hierarchy, decision-making, work process, etc.

2) Culture or informal structures: cultures are hidden in the formal organization structure. It is an invisible system influencing the work process and formal organizational structure such as decision behaviors, negotiable power, and leadership and organizational behavior.

3) Myths are invisible expectations, such as the changes in policy, situations and pressure both inside and outside the organization.

The HRM structure determines authority, responsibilities, and decision-making, just as the organizational culture determines the informal and traditional work behavior. The more culture are aligned with the HRM formal structure, the more work effectiveness increases. (Pollitt, 1993; Przeworski, 1995) (Figure 2.4).

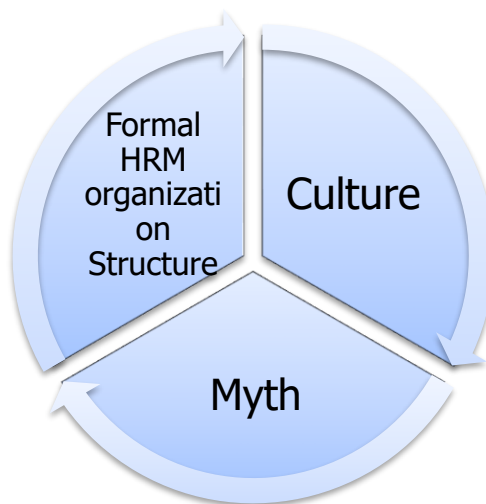


Figure 2.4 The Composition of HRM Structure in the Public Sector

Source: Kettl and Dilulio, 1995.

Organization culture links HRM structures to the diversity of work goals in the organization. Many problems occurring in organizations are solved by cultures or informal methods, so cultures function as informal systems to reduce work processes and problems. On the other hand, if cultures do not support the HRM structure they will cause conflict and retard the work process (Fairbrother, 1994).

The mechanism of myths, such as politics and economy regression, impact vision and policy changes, so both internal and external situations cause changes in the HRM structure as well. Thus, all three compositions of HRM structures must be designed to fit the organization's context and environment (Barzelay, 1992; Dilulio, 1995).

2.7.1 HRM Structural Design for Improving Public Service Delivery

HRM structural design is a significant process for improving public service delivery. Changes in the public sector can be classified according to two types. First is reform; this is the immediate changes that use power or force according to some situations. Second is evolution, which takes place little by little over the long term and it takes time to see obvious changes.

The HRM structure in public service delivery has to be designed to be aligned with three principles (Przeworski, 1995) as follows.

- 1) The concept of HRM structure functions as a tool for management, where the public sector has to use it for work to achieve its goals. This concept focuses on the formal structure, so policies, roles and regulations, hierarchy, span of control, and other formal structures are tools for helping the work system. The formal structure can be improved and adjusted immediately to fit the culture and informal structure for increasing effectiveness (Barzelay, 1992; Kettl and Dilulio, 1995).

- 2) Regarding the concept of culture as an informal structure of management, culture is like an invisible hand that determines leadership, decision-making behavior, and the attitudes in the work system. Sometimes, informal connections can make work more comfortable than where a formal structure is found. However, if cultures do not align with the formal structure, it can obstruct the work process. In general, cultures can change little by little, except when the organization faces a crisis, when cultures have to change quickly for survival. This situation is called reform (Kettl, 1994).

- 3) The concepts of myth as an invisible power can influence both formal and informal HRM structures. In the public sector, changes in the political leader, or a newly-elected (or non-elected) party such as a military government party, regression, environment or other situations affect directly the HR structure in the

organization because the public organization has to adjust the HRM structure to fit the situational changes to survive (Jones, 1994; Clarke, 1999).

Thus, the HRM structural model has to be designed to be aligned with the three compositions discussed above in order to work in the same direction. The fit model of HRM structure needs to be integrated with all concepts to be able to be applied to a more comfortable work situation and to merge and strengthen both public and private concepts together for best practices in order to serve all groups of citizens quickly and equally.

2.7.2 Five Trends of New Public Service Delivery

It is necessary for new public service delivery to improve continually in order to keep up with the diversity of future changes. The five significant trends in public service delivery (Duggan and Green, 2008) are first, that the government's leaders need to be aware that public service delivery is a priority mission. Second, public service delivery needs citizen participation in order to develop the competency of service deliver. Third, public executives have to have an open mind for suggestions from the citizens. Fourth, public service delivery has to link the database with all services both from the private and public sectors for improving the quality and standards of services. Fifth, the public sector should enact laws and regulations to assign higher standards of service than the private sector (Hood, 1991; Barzelay, 1992; Hammer and Champy, 1993; Lenk, 1997; Kingdon, 2003).

2.8 The Competency for a HPWS in PSD

A HPWS needs to have high competency of human capital and all staff workers have to learn to improve their competency all the time to keep up with changing situations. It is necessary to have an organizational learning culture to improve to be a high performance organization (HPO) (Nisada Wedchayanon, 2005, 2009, 2011, 2014).

The definition of competency is the behavior and qualifications in human capital that support and bring about work effectiveness, so it covers KSAOs that link to work achievement. Competency can be evaluated and developed and can be

classified into three levels, where the first level is personal competency, the second level is work competency, and the third level is organization competency (Werawat Punnitamai, 2009).

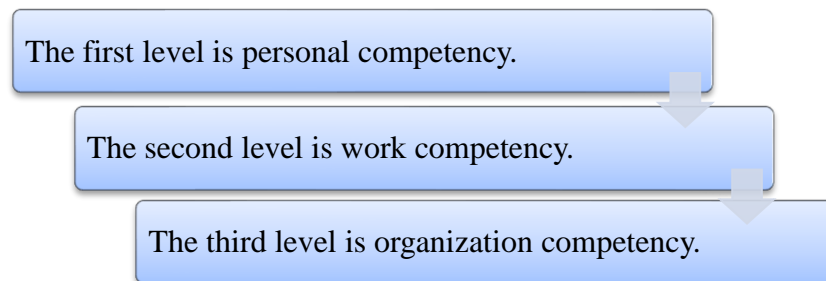


Figure 2.5 The Level of Competency

Source: Werawat Punnitamai, 2009.

Therefore, each organization needs different competencies depending on business types, positions, hierarchy, and objectives and policies. The performance appraisal can be indicated by the behavior of KSAOs that supports effectiveness. In this research, the definition of competency is a HPWS and citizens' satisfaction, so it integrates the knowledge of SHRM with the HRM structure and competency model to study the variables of the research.

Competency can be classified into 2 groups (Supachai Yavaprabhas, 2008). First, regarding core competency, it is the competency that all staff members in an organization have to have. The second, functional competency, is a different competency for each responsibility and position of the staff members. Therefore, competency is related to all steps of HRM, so this is the reason that this research integrates the knowledge of competency, SHRM, and HRM structure to improve PSD to be a HPWS and to create best practice models (Nisada Wedchayanon, 2011).

A HPWS is an important goal of both public and private sectors, The organizations that have a HPWS always have a HRM structure design that can bring out the highest potential of human capital to work effectively (Lepak and Snell, 2002; Becker and Huselid, 2003; Supachai Yavaprabhas, 2008; Boxall and Macky, 2009; Nisada Wedchayanon, 2009; Marquardt, 2011).

2.9 PSD for International Best Practice

At the present time, many countries have an effective PSD and a fit HRM structure that has been designed for the diversity of the citizens' demands.

1) The concept of PSD is citizen centered. It is a concept that gives priority to the citizens' needs more than focusing on policies from the central government or politics (Andrews and Shah, 2003a).

For example, Australia is the best example of PSD adjusting to be aligned with the citizens' lifestyles as in the public sector that is classified as a group of customers by focusing on the demands of each group. This strategy reduces cost and budget, because it helps get rid of services that some groups do not need. Therefore, integrating citizen information is very important for classifying the groups of the citizens, such as primary school students, the elderly, handicapped, etc. (Australian Government, Department of Finance, 2017a).

Canada pays attention to one-stop services where the citizen can get all PSD in one place by using technologies, strategies, and new models of management to improve the speed and which is more convenient for processing work. Moreover, the citizens can access services through e-government equally, which cover the whole country (Government of Canada, 2017).

British Columbia, the example, has a PSD model that classifies groups of the citizens very delicately because 1) it is very easy for the citizens to access and for the government to manage all their needs; 2) the demands of each group bring about the appreciation of the citizens regarding PSD; and 3) information can be linked with all organizations to apply for PSD (database). As can be seen with all three principles, citizens can identify the most suitable option for the service they need by identifying themselves with the right group of service. Thus, all countries that focus on citizen centers always have an organization center to link and support all citizens' information (EC, 2017).

2) The concept of PSD includes multiple choices and multiple access. The principle of multiple choice and access is that citizens can access PSD easily and equally by being offered many options for reaching PSD. For example, in terms of Canada and England, citizens can access services by cell phone, computer and any

electronic tools. For the citizens that are more comfortable going to public organizations more than using electronic tools, they can go directly to see the officers (GOV.UK, 2005).

E-government causes citizen participating in PSD. It makes them feel like the owner and that PSD is a part of their lives. Choice and access improve practical and reasonable services together with adding value and reducing the cost of PSD (Clift, 2004; OECD, 2003).

3) The concept of PSD includes accessibilities for a person with a disability to support the increase of the handicapped group around the world. This group has to have the awareness of the government to give them opportunity to access PSD by themselves easily like other groups of citizens (FACS, 2017). For example, England has enacted laws, regulations, and standards for handicapped persons to have more convenient options to access services. There are public service centers for the handicapped to help this group, and these centers have to be evaluated and audited continually and strictly.

4) The concept of PSD includes service delivery professionals. This principle of PSD is to have the best practices for the selection process by attracting the right group for working in PSD. Moreover, it is necessary to develop PSD staff employees continually to be professionals in this career (IBM Corporation, 2013). Australia has the Centerlink's Virtual College (CVC), which functions as a training center for PSD. All responsibilities of CVC are to train PSD staff workers for practical operations. Training impacts directly career path, so it brings about higher quality PSD by applying knowledge from this training to the operation.

PSD employees have to learn about the diversity of cultures, technologies, and skills needed for services, so it is important to evaluate staff's competency by the citizens that use the service, such as the private sector, citizens, and business sectors, concerning the appreciation of and trust in PSD, together with improving the competency for working in different contexts. CVC has professional teams for training in the unique competency for each type of PSD.

In Canada, training for professional PSD is the responsibility of Service Canada College (SCV). SCV pays attention to the culture and best practices of PSD. There are many special programs for HR recruitment and selection to find out the right person for working in the PSD. The objective of SCV is to make the government

responsible for developing PSD employees for learning and improving their service potential all the time and to be professional.

5) The concept of PSD (Robert and McGuire, 1998) includes citizen information integration. The principle of this concept is to have either equal or better service than the private sector.

Integrating the citizen information center brings about the reduction of unnecessary documents and a decrease in the overlap of responsibilities and processes. All information can be linked together and applied to all services without wasting time and resources to find out the information. Further, the citizen can access and update his or her information by him/herself. Nevertheless, information protection is the first priority of PSD (Agranoff and McGuire, 1998).

The EU employs information crosses government through online linking information and having strong protection for information confidentially. For example, Australia, Belgium, and the Netherlands always update the databases of citizen information, which brings about trust and reputation from the citizen regarding PSD (EC, 2017).

6) The concept of PSD includes the identification of management that has three significant principles: 1) having unique management for different needs of the citizen groups; 2) PSD has to have the right service for the right group of citizens for reducing unreasonable expenses; 3) all citizens have to register for identifying with each group (Marshall, 1992; Kettl, 1994). For example, Belgium records PSD services on an ID card, so it can identify the service that each person needs.

England informs the citizens that all their information will be kept confidentially using the best safety system. All data will be linked to a database center for all public services. Thus, the citizens' information will be maintained by the government for all their lives. The database will link both inside and outside the country and is protected strictly from all kinds of criminals (EGA, 2017).

7) The concept of PSD includes collaboration and partnership. It is about working together between organizations. Globalization forces PSD not only inside, but also outside of a country to have partnership both with private sectors and international sectors to collaborate on work for worldwide PSD effectively (Osborne and Gaebler, 1993).

Singapore has a private sector that is in partnership with the government for PSD. All data are linked together online. For example, if people need PSD for travelling, the service will range from giving information to booking tickets, all steps until completing all of the processes in one place (EGA, 2017).

8) The concept of PSD includes citizen engagement. This is the participation of the citizen called management by trust and links to PSD as one part of their lives (Fischer, 1993). The government can draw on the private sector, citizens, and any business organizations to trust and support PSD by participating through suggestions and opinions to adjust the services performed by e-government (Pratchet, 1999). For example, Singapore employs a strategy whereby citizens participate to approve goals and decision-making regarding PSD. Belgium uses management strategies to reduce work overlapping, to get rid of deadlocks, and to motivate citizen participation in the evaluation of PSD for sustainable developing. In the USA, taking part in the management process of the citizen is the policy for examining and controlling the PSD. The citizen can criticize the laws and regulations online of e-government in order to point out needs and problems and to make the services more exact. Moreover, overlapping and useless processes will be eliminated for lower costs and higher-quality services.

9) The concept of PSD includes accountability and governance. It focuses on ethics and transparency in the hierarchy, crossing the hierarchy of the PSD and reporting to the central government formally and continually (Paine, 2003; Shah and Sana, 2006). For example, in Australia there are laws that identify clearly the responsibilities, objectives, goals, directions and benefits of PSD, including committees to examine the transparency of and satisfaction with the services on the part of citizens. Therefore, it is very important to prioritize the participation between the public sector, the private sector, and others in PSD.

In the United States, the PSD standard of all states has to have a five-year plan for developing and reporting to the central government about objectives, results, and progress year-by-year. The budget from the central government to each state counts on achievement appearing on a report (Beierle, 2002).

Canada has initiated transparent audit in the public sector and the public sector's representatives are required to report on the progress directly to parliament and inform the

citizens to compare PSD evaluation with their expectations. PSD accessibility, such as options, standards and appraisals, has to have no bias in the report and has to be very responsive to citizens' complaints and suggestions (IBM Corporation, 2003).

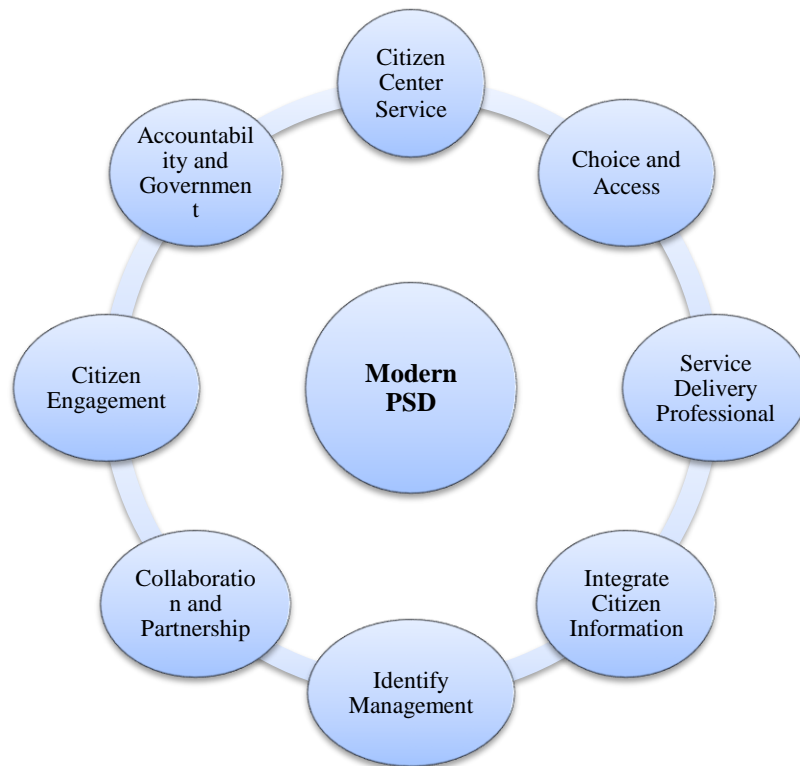


Figure 2.6 The Modern PSD Model

Source: IBM Corporation, 2013.

How to Adjust HRM Structure Effectively

HRM structure design will be successful as long as PSD has awareness about the following (Beierle, 2002; Goldsmith and Eggers, 2004); first, avoiding using knowledge from other countries without understanding the differences between each context. The wisdom from different countries is unique in structure and context. Second, sustainable development will happen if all parts of societies participate. Third, the present development must be improved together with the old wisdom and not ruin the old wisdom of each country. Finally, it is very important to ascertain the right HRM structure and process that brings about a high performance work system for PSD.

Moreover, all models of new PSD, modern technology, and mass media have an important role for citizens to access equally and to cover the whole country, so e-government is a very important tool for improving PSD by using smaller staffs and higher effectiveness. (Mohr et al., 2001; Booher, 2004).

For all the reasons given above, HRM structure and competency are the important keys that have to fit and adjust to how PSD can keep up with unpredictable situations for creating highest effectiveness in PSD.

2.10 Australia, an Example of Modern PSD Best Practice

Australia is one of many countries that have seen problems with lower incomes and higher expenses because of they are aging societies. The decrease in the working age of citizens while experiencing an increase in the number of elderly has created an unbalanced situation between higher demand and the expectations of the citizens regarding PSD (IBM, 2013), and having less budget to manage the situation. This is the reason why Australia has to have new strategies to reduce expenses together with increasing the quality of PSD (AFP, 2017).

Therefore, Australia's strategies for solving this problem have to be composed of three (Australian Government, Department of Finance, 2017b): 1) applying modern technology and tools to classify groups of citizen, analyze information, and access all groups of citizen; 2) the HRM structure has to have a flat design to bring about flexibility and accessibility in PDS quickly and equally, and moreover, the public sector has to get rid of unnecessary procedures for easier working as well; 3) organization cultures have to be adjusted to keep up with the changes in technology, HRM structure, and the competency of the public sector. Australia needs to develop a PSD system hastily because changing to an elderly society causes a reduction in the number of citizens of a working age while the expenses of the public sector increases, as in 2012 when the expense of education, health, and other PSD was increasing and it will increase further by 2025 (5.1% of GDP). The number of elderly citizens, 65 years old up, will be 25% of all citizens, so this group demands and expects a lot of services from the public sector. On the other hand, the citizens at a working age will decrease. The public sector income will be lower while the expenses will be higher.

Therefore, the emergency issue of the public sector in Australia is the following. One is to reduce expenses and processes by using modern technology, such as e-government, to substitute human labour, so HRM structure, culture and competency have to be designed to fit the new management (Centrelink's Business Plan, 2006-2007). Two, the PSD system will be managed by participation. The citizens have responsibility for helping the public sector save costs by accessing PSD by themselves from the options that the public sector provides (Anonymous, 2010: Online). Three, information technology will be applied to classify groups of citizens to put the right services with the right groups. There are many options of accessibility that link information from both the public sector and the private sector together. The information can be up-dated all the time by the citizens, business sectors, or any interest groups that can access to the PSD by themselves (FACS, 2017). Four, network information helps the public leaders regarding decision-making to identify the right policies and strategies that fit the context because this is the information that comes directly from the citizens. This is the reason that e-government plays an important role in PSD, so the model of working in the public sector will be changed from policy that comes from executives (inside out) to policy from the citizens' demands (outside in) (Supachai Yavaprabhas, 2008). Five is providing a diversity options for all citizens to communicate to the public sector equally, and this means that all citizens can access PSD easily. For example, online and electronic systems such as the Internet, cell phones etc, can reduce expenses and the time of required for hiring (Australian Government, 2017).

2.10.1 The Principals of Improving Organizational Learning and Management in Australia Public Service (APS)

The Australian National Audit office, the public agency that has responsibility to appraise the PSD in Australia, determines the standard for improving PSD by having important principles (Australian Public Service Commission, 2003b); first, to create the alignment of learning with practical work; second, to integrate learning to improve competency and the work system; third, to create a learning culture for PSD staff workers; fourth, to provide proper learning options to PSD staff workers; fifth, to manage the learning system effectively; sixth, to encourage staff workers to improve KSAOs for working; seventh, to have performance appraisals focusing on learning to improve PSD.

The best practice management for PSD has to put the right man in the right job at the right time. The KSAOs of the staff have to fit the work contexts, and the PSD staff needs to have a service mind, proper authority to make decisions, and learning to improve its competency all the time for work. Therefore, it is necessary to have diversity in learning and for developing different kinds of work, and the HRM structure has to be designed to be aligned with competency development. This is the reason for the creation of Centerlink Virtual Collage.

2.10.2 Centrelink Virtual College

CVC has the responsibility to provide training and suggestions to the Australian PSD staff to improve PSD staff members' learning to bring about flexibility, diversity, and to deal with the unique contexts of each workload and workplace. There are many professional staff workers in many fields that have had a lot of experience in providing suggestions and designing courses in training and CVC functions as follows: 1) training in design for improving PSD staff workers;, 2) consulting and solving problems in PSD by the professional staff workers that have had a lot of experience; 3) planning the career paths to motivate and retain PSD staff workers; 4) applying network technology for training the staff easily from distant offices 5) having responsible teamwork for advising staff workers about the standards of PSD and learning to improve continuously 6) taking responsibility for training staff workers every time there is a policy change (Stopher, 2004).

Having many options for accessing training information for CVC such as videos, online information, and call centers can help staff members be more comfortable in reaching important advice and information every time they need it. At the present time, CVC is open to all PSD staff members to study the many courses designed by professionals in each field of work. For the call center staff workers, it is necessary for them to be trained for at least 10 hours per month, and the staff members that serve the citizens have to be trained at least 12 hours per month. Moreover, Australia has another public center to take responsibility for public service called the Australian Centerlink Agency (ACA).

The ACA was founded in 1997 and has the objectives of changing and improving PSD to local Australian public service departments equally. The ACA

has helped the government reduce PSD expenses by about 21%, while citizen satisfaction has increased by about 10% compared with the past (about 85.5% of the citizens). This indicates that PSD has fewer expenses while the quality of services and citizen satisfaction are higher (Centrelink Annual Review, 2002-2003).

Information network crossing inside and outside the organization has been developed, so both public and private sectors work together for PSD. Thus, the information network has created a strong system for Australian PSD.

In 2003-2004, the government spent 312 million dollars for improving electronic technology for PSD, and this has resulted in effectiveness in the PSD system, which is faster and more convenient. Moreover, the ACA has initiated more options for accessing the PSD for all groups of citizens.

In addition, there are future development plans composed of three parts. The first part is to substitute technology for routine workers. The second part is to employ both technology and workers for management and problem solving. The third part is to apply technology and vision for the highest level of analyzing information to understand citizens' demands, job descriptions, and the work situation.

2.10.3 How a Case Study of PSD in Australia Can Be Applied to Thai PSD

1) The future of Thailand will face problems similar to those found in Australia concerning it becoming an ageing society, so the public sector should prepare to keep up with the problem of having fewer workers while increasing the demand for PSD for such a society. The public sector has to spend more money while getting less income. The main issue is how to increase the service quality but spend less money.

2) The public sector has to substitute technology for workers and create many options for all groups of the citizens so that they can access PSD by themselves, and this is the reason why e-government has an important role in the public sector.

3) PSD is an issue that is very important to prepare for the future. HRM structure and competency have to be adjusted to be aligned with using fewer workers and more sophisticated technology. The HRM processes such as recruitment, selection, development, and retention, have to be designed to attract talent groups.

4) Knowledge management in PSD, such as HRM structures, technology, and competency, has to have enough research to link knowledge to practical work. In the same way, the Thai government has to be aware if Thailand has enough research to develop knowledge, practical best practices, training institutions and professionals and professional advisors for a HPWS for PSD.

2.11 The Conclusion of the Concepts to Develop the Hypotheses and the Conceptual Framework

The knowledge presented above comprises the background of the conceptual framework and hypotheses for this research. The study examines how HRM structure and competency are related to SHRM and a HPWS in PSD using quantity research, and the results will be applied to analyze and develop new knowledge for Thai PSD according to the following questions: 1) What is the HRM structure and competency fit for the different contexts of PSD?; 2) What are differences between the HRM structure and competency of high potential city municipalities and general city municipalities?; 3) What is the best practice for the recruitment, selection, development, and retention of human capital that have KSAOs for PSD for city municipalities?; and 4) How can successful PSD programs in other countries be applied to Thai PSD?

The knowledge from the literature review raised the research questions and then these questions brought about the hypotheses in order to improve the fit of the model for Thai PSD. The quantitative method was used to test the hypotheses stemming from the literature review. The qualitative method came from the comparative study of Thai PSD with international PSD that has a HPWS. All of the discoveries in this research come from integrating the knowledge of citizen satisfaction, PSD, HRM structure, competency, and the HPWS for improving the PSD model for Thailand.

Conceptual Framework

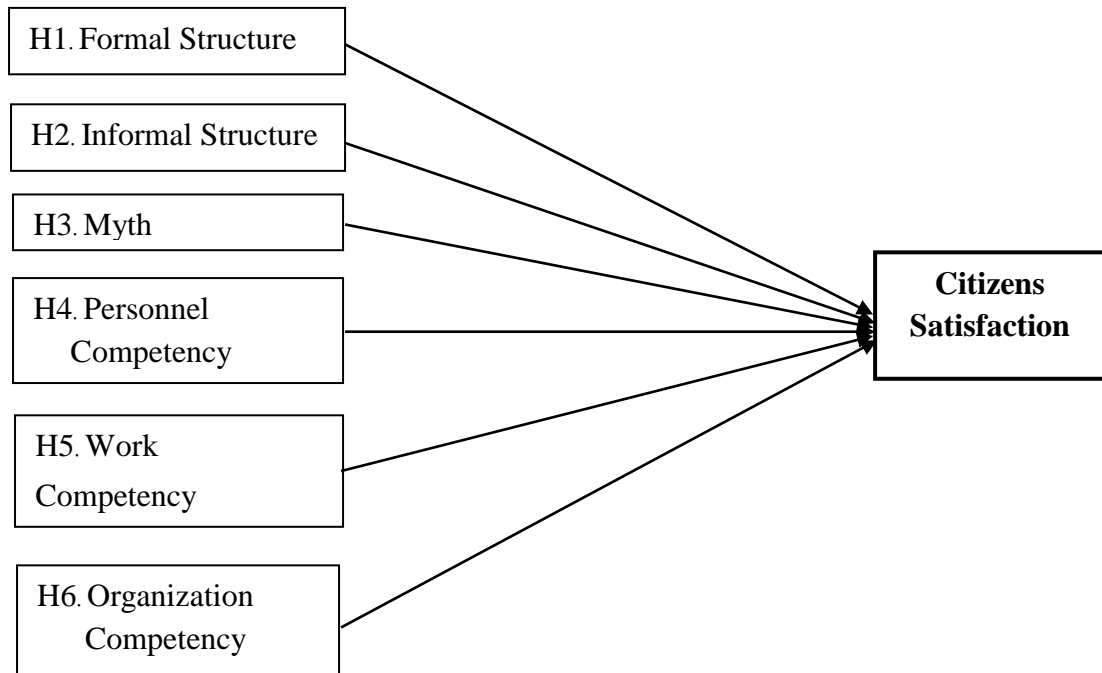


Figure 2.7 Conceptual Framework

Hypotheses

H1: The formal structure of HRM in Thai city municipalities influences the citizens satisfaction with PSD.

H2: The informal structure (culture) of HRM in Thai city municipalities influences the citizen's satisfaction with PSD.

H3: The myth structure of HRM in Thai city municipalities influences the citizen satisfaction with PSD.

H4: The personnel competency of the city municipal staff influences the citizen satisfaction with PSD.

H5: The work competency of the city municipal staff influences the citizen satisfaction with PSD.

H6: The organizational competency of the city municipal staff influences the citizen satisfaction with PSD.

CHAPTER 3

PSD INFORMATION ABOUT THAI LOCAL GOVERNMENT

- 3.1 General Information about Thai Local Government
- 3.2 The Standard of PSD in Thai Local Government
- 3.3 The PSD Standard of Infrastructure for Municipalities
- 3.4 The Challenge of HRM Structure Design for Improving HPWS in Thai PSD
- 3.5 The Significance for Improving HRM Structure and Competency of PSD in Local Government to Keep up with Present and Future Contexts
- 3.6 The Problems of HRM Structure and Competency in Local Government PSD
- 3.7 The Strategy for Improving Thai HRM in PSD
- 3.8 Conclusion

3.1 General Information about Thai Local Government

Local Government Decentralization

At the present time, the Thai local government can be classified into two groups and five types. In the first group, there are two special types of local government, Bangkok and Patthaya. In the second group, there are five general types of local government: provincial administrative organizations, sub-district administration, city municipalities, town municipalities, and sub-district municipalities.

For local government decentralization, the central government needs to classify the levels of competency in each local government and assign a proper workload to get rid of returning and failure in the workload. There are three principals of decentralization; first, local benefits, sustainable benefits to local citizens without disturbing other local units. Second is accountability, which is the principal of transparency, and readiness in management. Third, efficiency, is the decentralization

of PSD should bring about higher comfortable and lower cost of management (Birch, 1993; Elsass, 2003; Supachai Yavaprabhas, 2008; Shen, Zhang, and Lesser, 2010) (Figure 3.1).



Figure 3.1 The Principal of Decentralization to Local Government

Source: Birch, 1993; Elsass, 2003; Supachai Yavaprabhas, 2008; Shen, Zhang and Lesser, 2010.

The local government workload should be about the basic demands for living, such as public utilities, local safety, basic public health, local culture and natural resource conservation, quality of life, reducing workload overlapping, etc (Asher, 2001) . There are many types of PSD management. First is management by local government, second, contracting to the private section, third is concession and so on.

3.2 The Standard of PSD in Thai Local Government

Thai local government is the representative of the central government in managing the quality of the lives of local citizens under laws and regulations according to the constitution. Local management should be done by local staff that really understands the local context and what its local citizens need. However, it is necessary for the local government to have international standards of PSD. There are 3 levels of PSD standard (Parker, 1995; Manor, 1999; Jarus Suwanmala, 1999) (Figure 3.2).

1) Standard public service delivery is the basic standard that the local government has to provide to local citizens. This level must be controlled and audited by laws and regulations, so all local governments have to have this standard level.

2) Best practice in public service is the level at which the local government can motivate the citizens to participate in local PSD. This level has no laws, regulations, or any control from the central government, so it depends on the potential of each local unit. The local governments at this level always have a HPWS.

3) Citizen center public service delivery is the highest level of PSD that brings about sustainable development and local government decentralization. At this level, local governments have the authority to determine the standards and to enact laws and regulations by themselves because of people's participation. If citizens totally participate in all parts of PSD such as directing, giving appraisals, suggestions, and providing management, it is called "a citizen center." The citizens having the strongest level in participation brings about sustainable democracy for both the central and local government (Heywood, 1997; Barber, 2003).

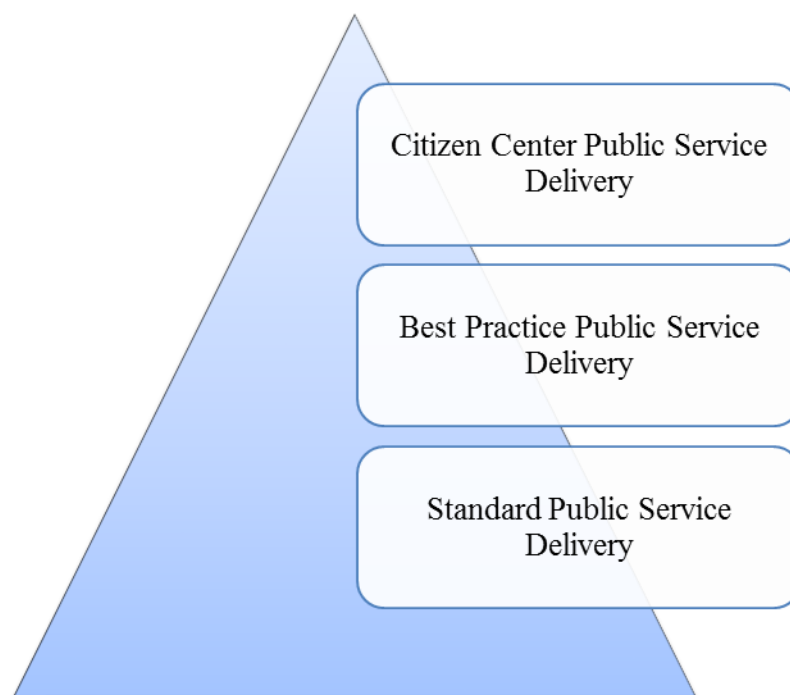


Figure 3.2 The Level of PSD Standard in Local Government

Source: Kowit Puang-ngam, 2006.

3.3 The PSD Standard of Infrastructure for Municipalities

Compared with other types of local government in Thailand, city municipalities are local government units (except Bangkok and Pattaya) that have high potential for workload decentralization. Most municipalities' responsibilities are about public utilities and assistance, transportation PSD, and city planning and building control for PSD (Office of the National Economic and Social Development Board, 2001; The Electronic Government Agency (Public Organization) (EGA), 2017; Kowit Puang-ngam, 2006) (Figure 3.3).

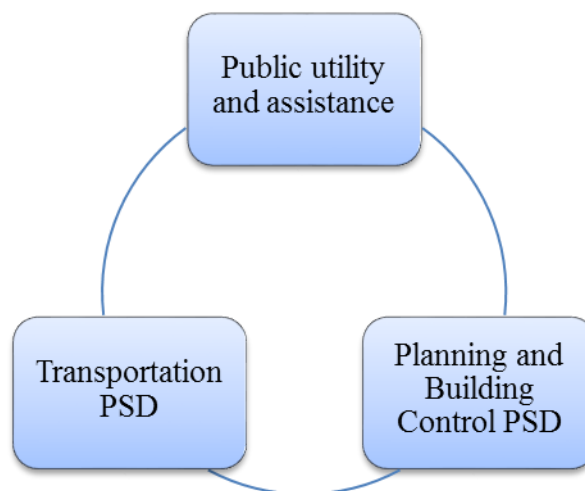


Figure 3.3 The PSD Standard for Municipalities

Source: Kowit Puang-ngam, 2006.

The table of the mission and authority of all level municipalities (The Municipal Act B.E. 2496, 1953) Amendment Version (13th issue) B.E. 2552, 2009)

Table 3.1 Mission and Authority of All Levels of Municipalities

Sub-District Municipal	Town Municipal	City Municipal
Citizen fewer than 10,000	More than 10,000 citizens	More than 50,000 citizens
Having 12 members in the municipal council from direct election	Having 18 members on the municipal council from direct election	Having 24 members on the municipal council from direct election
Having 1 president and not more than 2 vice presidents	Having 1 president and not more than 3 vice presidents	Having 1 president and not more than 4 vice presidents
Under the law, section 50, the authority of sub-district municipality	Under the law, section 53, the authority of the town municipality	Under the law, section 56, the authority of city municipality
1. Peacekeeping for Citizens	1. Following section 50 of sub-district municipalities law	1. Following section 53 of town municipalities law
2. Having both marine and land service	2. Having clean water supply	2. Having and supporting mothers and children
3. Maintaining and keeping clean streets and getting rid of garbage	3. Having a slaughterhouse service	3. Having useful activities for public health
4. Protecting and restraining infective disease	4. Having illness treatment area service	4. Controlling hygienic conditions and sanitation of restaurants, theaters, and public places
5. Having a fire engine	5. Having and supporting draining system	5. Improving slums and managing habitations

Table 3.1 (Continued)

Sub-District Municipalities	Town Municipalities	City Municipalities
6. Supporting citizens on education and training programs	6. Having and improving public lavatories	6. Lot, wharf, and port service
7. Supporting and improving the handicapped, elderly, women, and children	7. Having lights and electricity	7. Having city planning and controlling construction
8. Supporting culture and local wisdom local	8. Having pawn-shops and local credit	8. Supporting tourism
9. Other responsibilities identified by municipal laws		
Under the Law, section 51, the mission of sub-district municipality	Under the Law, section 54, the mission of town municipality	Under the Law, section 57, the mission of city municipality
1. Clean water supply service	1. Market, wharf, and port service	
2. Slaughterhouse service	2. Graveyard and crematory service	
3. Market, wharf, and port service	3. Career support service	
4. Graveyard and crematory service	4. Supporting mothers and children	
5. Career support service	5. Having and supporting hospitals	

Table 3.1 (Continued)

Sub-District Municipalities	Town Municipalities	City Municipalities
6. Illness treatment area service	6. Having public assistance	
7. Light and electric service	7. Having useful activities for public health	
8. Having a draining system service	8. Having and supporting schools for vocational education	
9. Municipal commerce service	9. Having and supporting sport places	
10. Other responsibilities identified by municipal laws	10. Having and Supporting zoo, park and recreation areas	
	11. Improving slums and retaining clean local units	
	12. Having municipal commerce	

The city municipality is one type of Thai local government that is different from other types of municipalities because The Municipal Act B.E. 2543, Article 11, count unite 11 identified that the city municipality is the local government unit which has citizens of 500,000 and up, has enough income to manage its responsibilities identified by the Act, and is accredited by Royal Decree. At the present time (2561(2018)), Thailand has a total of 30 city municipalities (not including Bangkok and Pattaya, with special types of Thai local government) (Thai Wikipedia, 2017).

The Structure of a Thai City Municipality Consists of Two Sectors, the Management Sector and the Parliament Sector

The management sector is composed of the highest executive coming directly from citizen vote and the parliament sector consists of 24 members, 1 president and 2 vice presidents coming from citizen vote as well. The management sector has a vice mayor coming from appoint by the mayor.

In the management sector, in general, there are 8 departments in city municipalities.

- 1) The office of the City Municipal Clerk. It's administrative center is under the mayor
- 2) The division of technical promotion
- 3) The division of finance
- 4) The division of social welfare
- 5) The decision of public works
- 6) The division of water supply
- 7) The division of public health
- 8) The division of education

These are the main departments for PSD and the sample group of this research (municipalities.com, 2017).

The information of the following the results of decentralization to local government that were studied by Political Science Faculty, Chulalongkorn University (Weerasak Krueathep et al., 2014) find out that the problems of HRM can be classified into three problems.

The First, Problem of unbalancing between staffs and workload ratio, the PSD staff in local government is not enough to carry out the workload, and this causes the staff to work day by day and the workers do not have time to improve KSAOs. Another reason for the lack of a sufficient number of staff members is to save the budget for use in other missions.

The second problem is retardation and the wrong strategies for problem solving. This stems from many causes, for example, lacking a budget or depending on the central government. The fluctuation of globalization brings about diversity contexts and environments, but the HRM structure and competency of Thai PSD

cannot adjust to keep up with the new situation, so it causes PSD in local government to be slow in solving the problem and in analyzing what citizens need in terms of PSD (Udom Thumkosit, 2553(2010); Direk Patmasiriwat, 2557(2014); Nisada Wedchayanon, 2557(2014)).

Third is the problem of ethics and corruption. In Form 2551-2556 (2008-2013), there is a total 6,260 cases of local government corruption. In 2557 (2014). From January to August, there were 1,191 cases (THAIPUBLICA, 2014) that can classify all case by following

- 1) Corruption in purchasing, for example, no account book for expense total 12%, patronage of purchasing system total 11-25%, and so on
- 2) Personal corruption, for example, using authority and responsibility to exploit for individual benefits total 35%, not sending income to the central government and counterfeiting document for a total of 10%.
- 3) Corruption because of a lack of knowledge for working, for example not having KSAOs about doing account books for all expenses they used.
- 4) Lacking ethics and accountability, such as using work time to do private missions that are not related to work responsibility
- 5) Corruption by using authority and power to conceal information (Kowit Puang-ngam, 2009: 5-8)

All the reasons above show that an inefficient HRM structure influences competency, the management system, the development system, and the ethics of HRM in local PSD. Thus, this research's main point is to study the relationships among HRM structure, competency and effectiveness in local PSD to confront the unexpected situations and contexts in the present and future.

3.4 The Challenge of HRM Structure Design for Improving the HPWS in Thai PSD

The city municipality is the best example of the Thai local government, which is supposed to have a high standard in PSD or the HPWS because for following reasons.

3.4.1 The Challenge of Understanding in Local Contexts and the Staff's KSAOs

Local contexts, such as culture, geography, citizens, etc, are different, so the KSAOs of the staff in each local public sector has to have the qualification of KSAOs counting on what each local want (Udom Thumkosit, 2010). For example, in the southern part of Thailand in the case of the three provinces that have citizen diversity, the public staff has to deeply understand that diversity in context should have different and unique strategy for PSD.

Therefore, not only should local PSD staff members have special KSAOs that each local need for working in unique context, but also the staffs has to have commitment, engagement and participation and be stakeholders in that local societies.

3.4.2 The Challenge of “Quality of Lives” and “Environmental Problems” Coming from not Understanding How to Solve Problems

The problems of disaster, pollution, epidemics, flooding, storms, and unexpected situations have shown the unpreparedness and lack of the KSAOs of local staff members to solve the problems promptly, for example. The problem of slowness in decision-making because of counting on the budget and help from the central government (Direk Patmasiriwat, 2014). This problem brings about slowness in solving problems and adjusting to situational changes.

3.4.3 The Corruption of Thai Local Government

Information about corruption in the local government in 2552 (2009) from the National Anti-Corruption Commission indicated that there were 5,508 cases of corruption in the local government, 3,235 cases in sub-district administrative organizations, and 1,750 cases in the city municipality. This indicated that there are many problems in the management system of the Thai local government and the management system work through human resources. Thus, HRM structure design is the most important instrument to impel the public sector to have a HPWS and to fix these problems.

If local government pay attention on HRM structure improving, KSAOs in human capital will support PSD to be a HPWS. It is necessary to apply SHRM and

the learning organization to design HRM structure to improve HR competency to fit changing contexts and situations.

3.5 The Significance of Improving HRM Structure and the Competency of PSD in the Local Government to Keep Up with Present and Future Contexts

The problems, situations, and contexts bring about adjusting in HRM structure and competency by using fit SHRM because of the following reasons (Udom Thumkosit, 2010).

1) The local staff has to have KSAOs for PSD that has different contexts for each place to work what that locals want. For example, the local that has opportunity in tourism should have KSAOs that support this mission as the same way, the local that outstanding in agriculture, industrial, and etc.

2) PSD in local government has to understand KSAOs in geography, citizens, and environment that dramatically changing in globalization such as, earthquake, flooding, or other disasters and prepare how to solve these problems.

3) The standards, rules, and regulations in local government have to be approved by international standard. Moreover, many problems such as international crime always happens unexpectedly, for example, the case study of Pattaya that has citizen diversity from tourism.

However, the HRM system and knowledge management in local public sectors are not enough to keep up with present and future situations. The ways to solve the problems come from traditional methods, not from fit strategies. Therefore, the local staff in PSD has to be trained and motivated to work by strategy and system more than routine (Jarus Suwanmala, 1999; King Prajadhipok's Institute, 2011).

3.6 The Problem of HRM Structure and Competency in Local Government PSD

The research on the results of Thai decentralization from 2521 (1978) until 2556 (2013), the Faculty of Political Science in Chulalongkorn University (Weerasak

Krueathep et al., 2014), revealed that the problems of the HRM and HRD system in Thai local government have been classified according to the following issues.

- 1) The organizations that have responsibility for management and development lack the unity to work together.
- 2) Inflexible rules and regulations of HRM in local government that are not aligned with work
- 3) The process and system of HRM and HRD lack standards and are uncomfortable for the staff to work effectively.

The Organizations that have Responsibility for Management and Development Lack the Unity to Work Together

The Thai local government has an HRM central organization that has the responsibility to prescribe rules, regulations, and standards, including HRM and HRD auditing. There are three committees related in this mission.

Technically speaking, the work system of the three groups of committees compared with private sectors can be divided into 3 levels:

- 1) The Board of Personnel Standards for the local government bureau that has the responsibility to determine the visions and general standards of HRM in local government
- 2) The committees that have responsibility to transform the vision to be a mission and process of work
- 3) The committees that have responsibility to follow the process of work

However, in the reality of the work situation, teamwork cannot exist for the following problems. 1) There are many processes in the work system causing retardation and lack of alignment with the changing situation. 2) Because of the controlling of the Ministry of Interior, the Board of Personnel Standards for the local government bureau has to depend on the budget from the Ministry of Interior, and does not have freedom to work. 3) The responsibility of the Board of Personnel Standards for the local government bureau is limited only on doing research and academic and it is not the responsibility on vision, strategy, and policy determination to align with situation changing. 4) The committees of HRM in local government lack

authority to force local government to follow the strategy or policy because all three committees do not cooperate on teamwork and are separate from each other. 5) Because of the fourth reason, all committees work without the same standard and sometimes overlap and contrast. 6) From all of the reasons above, the committees cannot work together in the same direction or with the same goals. Moreover, responsibility cannot be identified clearly, thus creating confusion regarding the work concept.

Thai local government has HRM central organization that has the responsibility to prescribe rules, regulations, and standards, including HRM and HRD audits. There are three committees related to this mission. The Board of Personnel Standards for the local government bureau has the responsibility of assigning the standards and policies of HRM by professional committees in many special fields to improve the standards and the effectiveness of HRM in local government.

PSD in local governments does not have fit strategies (Weerasak Krueathep et al., 2014: 1154-1156) in manpower planning to bring about the alignment between the workload and staff or recruitment, selection, position, and retention. The local government cannot attract distinctive people that have high competency in PSD because they do not have exact progression in their career path as with the central government. The salary and compensation cannot motivate high competency staff members to work. HRD in the local government is the key to creating PSD best practice in local government.

If the HRD and HRM system does not align with the local context, PSD cannot have the competency to manage the workloads that are assigned by the central government. The problems of HRD in the Thai local government are, one, that all training courses of the Thai local government does not link to career paths or reward systems, so the staff does not have the motivation to apply the knowledge to improve its job or to train. Two, the organizations that have responsibility for HRM and HRD do not have unity or collaboration. They are totally separate from each other, so the result is that not all HRD objectives support what the local staff needs to improve its work and lack obvious goals and directions. Third, the HRD system is controlled by rules and regulations of bureaucracy, and it is a very complicated and difficult process to adapt the HRD system to keep up with situation changes.

Thus, the HRM structure is an emergency issue that has to improve in order to support local PSD to be a HPWS and a learning organization.

3.7 The Strategy for Improving Thai HRM in PSD

In the present, Thailand is open to globalization for example in terms of investment, education, trading and other type of cooperation corporations countries. It is very important to develop Thai PSD so that it has standards that are approved by the international community (Nisada Wedchayanon, 2014: 1-53).

How to improve Thai PSD

3.7.1 Recruitment and Selection

Recruitment and selection are the first steps to develop the Thai HRM structure. However Thai HRM has to face many problems concerning, first, a negative image regarding corruption, patronage, and trust. Second, compared with the public sector, the progression of career paths in the public sector is slower. Third, the strategy of HRM is a traditional strategy more than a proactive strategy. Fourth, the problem that the public sector in Thailand has to confront is the trend of globalization where the citizens' working age will decrease, and this will cause high competition to attract talented group to work for the public sector and a brain drain from the public to the private sector.

Thus, the strategy of recruitment in the public sector needs to adjust to be a modern strategy to support the new context of globalization. First, the strategy has to create a good image of the public sector by having the main objective to focus on citizens' needs and to make citizens trust in PSD by using citizen centers, transparency, two-way communication and having a good relationship with the citizens and society. The good image of the public sector will provide opportunity for this sector to draw a talent group to be interested in working there. Two, the strategy of the public sector not only needs to create a good image for society, but also needs to motivate the staffs in the public sector to work with all of their potential. Third, it must have proactive advertising and the public sector has to have a recruitment and selection strategies that can access to the target groups of people that have KSAOs to work for PSD.

3.7.2 Training and Development

The sustainable development in the public sector comes from the participation of stakeholders and from having a fit plan and strategy as to what the citizens need. Moreover, it is necessary to initiate a learning organization to motivate public staffs to improve themselves all the time and to develop all levels of competencies with system thinking. All parts of the organization have to improve together at the same time. The strategy that is very important in public HRD is composed of the following. One is creating professional staff workers in PSD, and the public sector should have quality of work equal to or higher than the private sector. Executives or leaders have to have a vision about SHRM because they play an important role in driving and supporting knowledge of management, and progressive career paths and freedom to use KSAOs. Two, the public sector has to develop staff competency continuously and provide long-term plans and directions for training. Third, the public sector has to design different models of training for each type of responsibility and workload.

The Thai public sector system should develop a learning organization in four parts: 1) knowledge management by creating teamwork, using modern technology, and exchanging information (both inside and outside the organization) and knowledge to increase work potential; 2) creating a mentor system for initiating working suggestions and passing on proper knowledge, values, and culture to encourage trust and a good image in society; 3) increasing the analyzing competency of staff for bringing about visions, leadership, system thinking, and a learning organization; 4) improving progressive career paths to motivate staff for a HPWS. If the public sector can attract high-competency staff for working, the next step is how to retain these people to have commitment and engagement in the organization

3.7.3 The Process of Personnel Retention in the Public Sector

The process of the retention of highly-competent staffs has many methods to follow: 1) providing a good environment for working; 2) motivating by compensation; 3) having effective communication, transparency, and participation in decision-making; 4) creating trust in the culture and a good image about the organization; 5) all levels of leaders have to give precedence to personnel retention (Supachai Yavaprabhas, 2008).

At the present time, Thailand faces the problems in staff attraction and retention because, first, Thai employment has changed from long-term hiring to short term for an employment contract, so the strength of public sector employment, long term hiring, and good compensation has reduced. This has caused the workforce in Thai society to be more interested in the private sector. The second reason is that because of the change of employment in the public sector, benefits and privileges have been reduced. The third, while the employment system, workload, and responsibility are similar to those in the private sector, all the benefits are lower than in the private sector. The last reason is that the system of the Thai public sector is related to politics, so progress in one's career path depends on the patronage system more than the competency system. This makes it difficult for the public sector to attract talent groups to work, so these people tend to be more interested in working for the private sector than the public sector.

The retention strategy in the public sector can be improved through the procedures of, first, training and developing competency. If the public sector has proper directions and continuity in training and developing, such as scholarships, training courses, and obvious career paths, public staff workers will have commitment and engagement with the organization. Second, with performance-based incentive programs, the promotion in one's career path is evaluated by performance and achievement more than the seniority system. Moreover, it is necessary to have "fast tracks" for the talent groups that have high competency in order to motivate them to improve all of their potential for working. The third is tangible benefits packages; this is a type of motivation strategy used immediately and obviously when workers exhibit distinctive performance and accomplishments, so they will be promoted and rewarded faster than others.

3.8 The Conclusion

Thailand 4.0 is the model of Thailand's development to be a wealthy, stable, and sustainable country. The evolution of Thailand to 4.0 comes from the first era, Thailand 1.0, which concentrated on agricultural development. The second era, Thailand 2.0, was focused on developing light industry. The third era, Thailand 3.0,

paid attention to developing heavy industry. Now Thailand 4.0 is a model that will improve all parts of the system together with the principle of a civil state. The civil state is the principal that is open to citizens and private participation for PSD to improve the standard and quality of PSD to support all changes that come from globalization and digital technology. Thailand 4.0 is an inside-out strategy that improves Thailand sustainably step-by-step to international standards (EGA, 2017).

PSD for Thailand is the turning point to solve the problems of the PSD system flexibly, in a modern way, and immediately to support the citizens' needs. There are four principles of PSD 4.0. First, all of the parts of the system of PSD must fit and be aligned with each other. Second, the PSD system has to be open to citizen and private sector participation. Third, PSD needs to support innovation and organizational learning to bring out the highest competency of human capital to improve PSD without the limit of HRM structure. Fourth, it must adjust local PSD to digital government, which applies innovation of research, knowledge, and technology to PSD to be modern and practical to support the high quality lives of the citizens (OCSC, 2017).

Therefore, PSD in Thailand has to fit and be aligned with the local contexts. It is necessary for PSD to be participated in by the citizens and private sector in order to apply new technology and to have good governance for a HPWS. This is the main point of this research study.

CHAPTER 4

RESEARCH METHODOLOGY

This research is a survey research and employs questionnaires as the tool to collect the data. The objectives of this research were first, to test if HRM structure and competency impact the PSD effectiveness of Thai city municipalities and if they do, is it in a positive or negative direction. The second objective was to determine the different contexts between HPWS city municipalities and general city municipalities. The third objective was to suggest a best practice model to improve Thai PSD to be a HPWS. This chapter has is comprised of information about the following:

- 4.1 The Philosophy of the Research
- 4.2 The Research Design
- 4.3 Statistical Tools
- 4.4 Data Analysis
- 4.5 Research Population
- 4.6 Research Tools
- 4.7 How the Questions were Created
- 4.8 The Conclusion Table

4.1 The Philosophy of the Research

This research applied both qualitative and quantitative methodology to figure out the empirical facts that can be proved and tested that it is called objectivism to verify the knowledge. This research employed tools and statistics to analyze and discuss the information in order to create knowledge that is useful for improving PSD.

Qualitative research was used phenomenology and subjectivity, so the researcher did not separate attitudes, values, or feelings from the study so all tools were applied to support and analyze the findings for new knowledge.

Quantitative and qualitative research studies are different in terms of information, but both of them support each other in creating strong knowledge. Qualitative research supports finding out new knowledge and then quantitative research works as a tool to indicate, rectify knowledge, and discuss the facts that come from the qualitative information.

4.2 The Research Design

4.2.1 The Representative Sample

- 1) The sampling of 8 city municipalities (from all 30)
 - (1) Songkhla city municipality
 - (2) Trang city municipality
 - (3) Nonthaburi city municipality
 - (4) Ayutthaya city municipality
 - (5) Ubon Ratchathani city municipality
 - (6) Chiang Rai city municipality
 - (7) Chiang Mai city municipality
 - (8) Udon Thani city municipality
- 2) The PSD staff in city municipalities
- 3) The citizens that use PSD
- 4) The executives and leaders of the city municipalities

4.2.2 Data Collection

This research applied both qualitative and quantitative methodology to collect the data and then it used tools and statistics to analyze the data to create validity and reliability (from August 2016 to May 2018).

The first step was the literature review of the knowledge for creating a conceptual framework and the hypotheses.

The second step was to get all knowledge from the first step to transfer it to the variables, tools, and quantitative hypotheses.

The third step is to apply questionnaires on each group of the sample.

The fourth step was to analyze and evaluate all of the quantitative data and to include the qualitative information by hypothesis testing of the relationships of the variables and by interviewing.

The last step was the conclusion, discussion, and suggestions to improve the knowledge and best practice model of a HPWS for PSD in Thai city municipalities.

4.3 Statistical Tools

The statistical tools and programs that were applied to evaluate the data were t-test, ANOVA, and chi-squared to analyze the relationship of the variables. Moreover, statistics were used to create the validity and reliability of the tools.

4.3.1 Research Tools

- 1) A Likert scale questionnaire for citizens that receive PSD in city municipalities. It asks about their satisfaction and accessibility regarding PSD.
- 2) The Likert questionnaire for PSD staff
- 3) Yes and no questions for the executives and leaders of the city municipalities

4.3.2 The Quality of the Research Tools

The quality of the research tools was tested by content validity, reliability, and construct validity.

- 1) Content validity was evaluated by 3 persons—quantitative research specialists (Assistant Professor Nuttakrit Powintara, Assistant Professor Kasemsarn Chotchakornpant, and Associate Professor Chalong Tubsree).

1 = Yes

0 = Not sure

-1 = No

Then, the researcher used an Index of Item of Objective Congruence (IOC) from the professional suggestions to adapt and improve the questionnaires using the following:

$$IOC = \frac{\sum R}{N}$$

IOC Index of Item Objective Congruence

$\sum R$ Total score from three professionals

N The number of professionals (three persons)

The content validity uses the standard of IOC scores at 0.50 and up. The questions that had IOC of less than 0.05 were eliminated, and the questions that had IOC between 0.6-1 were used for the questionnaire.

2) This research conducted a reliability test by applying the questionnaires from the content validity test to be tried out with three municipalities that were not the case studies of this research. Cronbach alpha coefficient was the statistical program used for testing the reliability of the questionnaires.

Table 4.1 The Cronbach Alpha Coefficient

Questionnaire	(Cronbach Alpha Coefficient)
1. The Questionnaire for Staff's leaderss	0.883
HRM Structure	
1.1 Formal structure	0.852
1.2 Informal structure	0.910
1.3 Myth	0.877
Competency	
2.1 Personnel competency	0.815
2.2 Work competency	0.898
2.3 Organization competency	0.885
A HPWS	0.902
2. The questionnaire for citizen satisfaction (indicator of effectiveness)	0.916

The results from Cronbach alpha coefficient showed that the questionnaire score for the staff's leaders was 0.916. This indicated that this questionnaire could be used to collect the data. Regarding the satisfaction of the citizen questionnaire, the score for Cronbach alpha coefficient was 0.916, so it could also be used for collecting the data.

3) The construct validity of the questionnaire was tested by factor analysis.

(1) Confirm factor analysis of the staff's and leaders' questionnaires for HRM structure

Table 4.2 Measure of Sampling Adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
	Approx. Chi-Squared	df	Sig
0.847	1374.961	82	0.000

Table 4.2 shows that the Kaiser-Meyer-Olkin (KMO) was 0.847 (should be greater than 0.8), so all of the data and variables had a high level of relationships between variables, so it could be used for the data analysis of the research objectives. Moreover, Bartlett's Test of Sphericity showed that the approximate chi-squared was 1374.961, with a statistically significant at 0.05, so it showed that all of the questions were related to each other and could be used for the factor analysis.

Table 4.3 Eigenvalue, Variance, and Standard Deviation in HRM Structure for Staff's Leaders

Factors	(Eigen)	(Variance)	(Standard Deviation)
1.	8.156	29.130	61.915
2.	4.634	16.549	66.098
3.	1.782	6.365	69.784

Table 4.3 shows that the principal component analysis (PC) of the staff's and leaders' questionnaires had three factors, with an eigenvalue of 1.782-8.156 and a standard deviation of 69.784.

Table 4.4 Factor Loading of Staff's and Leaders' Questionnaire in HRMS Structure after Orthogonal Rotation Using the Varimax Method

No.	(Factor Loading)		
	1	2	3
1.	.705	-.135	-.004
2.	.683	.344	-.001
3.	.663	.034	-.376
4.	.638	-.324	-.036
5.	.622	-.323	-.334
6.	.610	-.125	-.343
7.	.608	-.051	-.052
8.	.601	-.181	.394
9.	.591	.042	.176
10.	.580	.173	-.014
11.	.083	.676	.134
12.	.075	.665	.479
13.	.014	.620	-.327

Table 4.4 (Continued)

No.	(Factor Loading)		
	1	2	3
14.	.004	.607	.398
15.	.225	.599	-.214
16.	.327	.568	-.355
17.	.305	.507	.280
18.	.314	.483	.351
19.	.270	.498	-.095
20.	.443	.414	-.033
21.	.293	.423	-.127
22.	.408	.419	.191
23.	.352	.423	-.461
24.	.226	.432	.164
25.	.295	.429	-.418
26.	.703	.576	-.136
27.	.083	.565	.194
28.	.075	.307	.394
29.	.014	.065	.336
30.	.004	.073	.299

There were three factors in the questionnaires. The first factor was the formal structure which had 10 questions (1-10), Eigenvalue at 6.234, and factor loadings between 0.580-0.705. The second factor, the informal structure, had 17 questions (11-27), with an Eigenvalue of 5.095 and factor loadings between 0.414-0.676. The third factor, myths, had 3 questions (28-30), with an Eigenvalue of 1.307 and factor loadings between 0.299-0.394.

(2) Confirmatory factor analysis of the staff's and leaders' questionnaires.

Table 4.5 Measure of Sampling Adequacy Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
	Approx. Chi-Squared	df	Sig
0.813	1408.732	82	0.000

Table 4.5 shows that the Kaiser-Meyer-Olkin (KMO) was 0.813 (should be greater than 0.8), so all of the data and variables had a high level of relationships between variations so it could be used for the data analysis of the research objectives. Moreover, Bartlett's Test of Sphericity showed that the approximate chi-squared was 1408.732, p-value = 0.05, so it shows that all the questions relate to each other. It can be used for Factor Analysis.

Table 4.6 Eigenvalue, Variance, and Standard Deviation in Competency for Staff's and Leaders

Factors	Eigenvalue	Variance	Standard Deviation
1.	6.234	22.520	59.456
2.	5.095	11.278	63.875
3.	1.307	3.119	67.932

The table 4.6 shows that principal component analysis (pc) of the staff's and leaders' competencies had three factors, and had an Eigenvalue of 1.307-6.234 and a standard deviation of 67.932.

Then the research applied orthogonal rotation for the principal component analysis by using the varimax method (Table 4.7).

Table 4.7 Factor Loading of the Staff's and Leaders' Questionnaire Regarding Competency after Orthogonal Rotation Using the Varimax Method

No.	Factor Loading		
	1	2	3
1.	.596	.298	.542
2.	.515	.128	.424
3.	.535	-.312	.161
4.	.569	.156	.307
5.	.630	.201	.065
6.	.214	.514	.073
7.	-.221	.621	-.337
8.	.563	.563	-.186
9.	.699	.699	-.208
10.	.204	.504	-.578
11.	.642	.642	.018
12.	-.035	.535	-.206
13.	-.116	.516	-.545
14.	.158	.658	-.084
15.	.638	.638	.061
16.	.077	.077	.511
17.	-.464	-.464	.463
18.	.295	.295	.544
19.	-.210	-.210	.498
20.	-.378	-.378	.422
21.	.295	.295	.568
22.	-.359	-.359	.482
23.	-.402	-.402	.451
24.	-.506	-.506	.526
25.	-.081	-.081	.411
26.	-.525	-.525	.374
27.	.214	-.497	.411
28.	-.221	-.539	.415

There were three factors in the questionnaires. The first factor, personnel competency, had five questions (1-5), with an Eigenvalue of 6.234 and factor loadings between 0.515-0.630. The second factor, working competency, had 10 questions (6-15), and it had an Eigenvalue of 4.634 and factor loadings between 0.504-0.699. The third factor, organization competency, had 13 questions (16-28), and an Eigenvalue of 1.782 and a factor loadings between 0.374-0.568.

(3) The Factor Analysis of the citizen's satisfaction questionnaires

Table 4.8 Measure of Sampling Adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
	Approx. Chi-Squared	df	Sig
0.902	2931.764	225	0.000

Table 4.8 shows that the Kaiser-Meyer-Olkin (KMO) was 0.902 (should be greater than 0.8), so all of the data and variables had a high level of the relationships between variables so it could be used for the data analysis of the research objectives. Moreover, Bartlett's Test of Sphericity showed that the approximate chi-squared was 2931.764, and the statistically significance at 0.05, so it shows that all the question relating to each other. It can be used for factor analysis.

Table 4.9 Eigenvalue, Variance, and Standard Deviation of Citizen Satisfaction

Factor	Eigen	Variance	Standard Deviation
1.	5.865	19.118	65.943

Table 4.9 shows that the principal component analysis of citizen satisfaction, which had one factor, had an eigenvalue of 5.865 and a standard deviation of 65.943.

Table 4.10 Factor Loading of Citizen Satisfaction after Orthogonal Rotation Using Varimax Method

No.	Factor Loading1
1.	.676
2.	.718
3.	.763
4.	.775
5.	.698
6.	.673
7.	.787
8.	.778
9.	.752
10.	.680
11.	.720

There is one factor of the questionnaire, citizens' satisfaction, has 11 questions (1-10) with an Eigenvalue of 5.865, and factor loading between 0.763-0.787.

4.4 Data Analysis

The researcher has used the following data analysis process:

- 1) General data analysis using a check list questionnaire with frequency and percentages presented in tables.
- 2) HRM structure, competency, and citizen satisfaction data using rating scale, mean, and standard deviation.

3) The relationship between HRM structure, competency, and the effectiveness of the city municipalities use Pearson's product moment correlation coefficient -1 to +1. If the score had a positive value, the direction of the relationship was positive, if the score had a negative value, the direction of the relationship was negative, and if the score is zero, there was no relationship of any factors.

Pearson's Product Moment Correlation Coefficient Standard (r)

0.91 – 1.00 Very High Relationship

0.71 – 0.90 High Relationship

0.51 – 0.70 Medium Relationship

0.31 – 0.50 Low Relationship

0.01– 0.30 Very Low Relationship

0 = No Relationship

4) Comparative analysis between HPWS city municipalities and general city municipalities

4.4.1 Statistics for Data Analysis

1) Frequency, percentage, and mean were used for descriptive statistics.

2) Pearson's product moment correlation coefficient, confirmatory factor analysis and T-test were used for inferential statistics.

4.4.2 Operational Definition

1) City Municipalities are local government units that have a citizen of more than 50,000 people, have enough income to manage all missions that are identified by an act of local government, and are approved by Royal Decree, count unit 11/2543 (identifying name and area of the city municipality). In this research, PSD staff is the staff that works for city municipalities.

2) The executives of city municipalities are the director positions from all sections including city municipalities presidents and committees that come from an election.

3) The KSAOs of the staff are the knowledge, skill, ability, and others that bring about PSD effectiveness.

- 4) The HRM structure is the system of HRM composed of:
 - (1) Formal structure, such as hierarchy, span of control, laws and regulations, etc.
 - (2) Informal structure, such as values, norms, and culture
 - (3) Myths, such as politics, economics, crises, social situation, etc.
- 5) Competency is the knowledge, skills, ability, and others that support work effectively in the PSD of city municipalities. They are the abilities to achieve objectives at the lowest expense. In this research, the indicators for effectiveness are citizen satisfaction.
- 6) Public Service Delivery (PSD) is the service that the government gives to citizens for raising the quality of their lives.
- 7) Citizen satisfaction is the invisible attitudes and feelings that can be indicated by the opinion and it has to reflect genuine feelings and attitudes.

4.4.3 Variables

There are 6 Independent variables. (X)

- 1) HRM Structure
 - (1) Formal Structure (X1)
 - (2) Informal Structure (X2)
 - (3) Myth (X3)
- 2) HRM Competency
 - (1) Personal Competency (X4)
 - (2) Working Competency (X5)
 - (3) Organization Competency (X6)

There is 1 dependent variable. (Y)

This is the citizen's satisfaction.

4.5 Research Populations

The first group is the city municipality staff and leaders. (Total 280 persons)

The second group is the citizens that use the PSD. (Total 447 persons)

4.6 Research Tools

The first questionnaire is a tool that reflects on HRM structure and competency and the HPWS. There are 5 parts of the questionnaire.

- 1) PSD staff and leaders' general information
- 2) The questions for finding out the alignment of HRM structure and competency that brings about effectiveness.
- 3) The questions that reflect if the leaders have vision and strategies to support a HPWS.
- 4) Yes/No questions to reflect a HPWS.
- 5) Suggestions or other results.

The second questionnaire reflects citizen satisfaction composed of three parts:

Part 1: General information on the citizens that use PSD.

Part 2: Questions that reflect the citizen satisfaction's with PSD.

Part 3: Open for any suggestions and information.

No. 1 The first questionnaire reflects X1,X2,X3,X4,X5,X6 and HPWS by PSD staff and leaders.

No. 2 The second questionnaire reflects citizen satisfaction of citizens that use PSD.
(Y)

4.7 How the Questions Were Created

4.7.1 There are Six Independent Variables (X1- X6)

4.7.1.1 X1, X2, X3=HRM Structure

The knowledge and theories used for studying HRM structure are human resource architecture. People are diverse and each person is unique and different in KSAOs, so the organization cannot have one model to manage all staff. Thus, the organization has to design how to manage and develop a training program that is suitable and fits each staff and each group of staff members (Lepak and Snell, 2002).

There are three compositions of HRM structure of public administration organizations (Christensen, 2007).

1) The formal structure consists of the rules and regulations that are enacted by the Constitution.

2) The informal structure or culture is the structure hidden by the formal structure. It is the work system that cannot be seen and is untouchable but influences the organization's behavior and decision-making such as leadership, norms, etc. This research especially concentrates on the leadership factor.

3) Third, myths are an invisible power outside the organization that impact the organization's work and formal structure such as changes in politics, economics, society, and the environmental situation.

4.7.1.2 X4, X5, X6 =Competency

The knowledge that is applied to create questions is KSAOs (Cooper, 2000; Parry, 1996; Spencer and Spencer, 1993).

K = Knowledge

S = Skill

A= Ability

Os= Others

There are three levels of competency in this research.

1) Personnel Competency

2) Working Competency

3) Organization Competency

4.7.2 There is One Dependent Variable (Y), the Effectiveness Indicated from Citizen Satisfaction and the Knowledge of A HPWS Using for Supporting this Research.

The knowledge of a HPWS (Baron and Armstrong, 2007; Boxall and Macky, 2009)

1) Leadership

2) Human Capital

3) Fit Structure

4) The Alignment of Goals

5) Organization Culture

4.7.3 Question for H1, H3, H3

1) Does the selection system help the organization and does it have enough staff that have high potential for PSD?

2) Does the organization have a continuous training system that brings about the improvement of KSAOs?

3) Does the organization have a mentor system to suggest how to work and behave?

4) Does the organization have a retention system such as compensation, salary, and a work environment to motivate staff for commitment?

5) Does the organization have a clear career path process?

6) What level of satisfaction does the staff have in their jobs?

7) Are the staffs of KSAOs aligned with their workloads?

8) Does the organization have a plan and readiness for working?

4.7.4 Questions for H4, H5, H6

1) Does the organization have staff KSAOs that support their jobs?

2) Does the organization have enough resources and budget for working effectively?

3) What is the level of staff satisfaction in their PSD job?

4) What is the level of the HRM system that supports work efficiency?

5) What is the comfortable level for the working and flowing of work?

6) Do the authority and behavior of decision-making affect comfortable and fast working?

7) Does the organization divide responsibility for each position properly?

8) Do the norms, attitude, and culture of the organization support the workload?

9) Does the staff have best practice for PSD?

10) Does the organization have enough staff for the workload?

4.7.5 Questions for a HPWS

- 1) Do the executives have leadership and vision for improving PSD?
- 2) Is the organization open to the staff's decision-making and assigning the workload according to their KSAOs?
- 3) Does the organization have potential to attract a talent group of workers?
- 4) Can the organization bring out all the potential of the talented group for working?
- 5) Does the working system have processes that overlap?
- 6) Is the organization designed clearly for work?
- 7) Does the organization have a proper span of control and hierarchy?
- 8) Does the staff in the organization support each other for working across sections and teamwork?
- 9) Does the teamwork in the organization have high quality?
- 10) Do the technologies used in the organization fit with the workload?
- 11) Does the workplace environment support comfortable working?
- 12) Do the informal processes and culture help the staff in their work?
- 13) Are the rules and regulations aligned and flexible for working?
- 14) Does the organization have enough technologies and tools for working?
- 15) Does the organization have a database that links to both the outside and inside?
- 16) Does the organization open to citizen participation?
- 17) Do politics and the social situation affect the PSD?
- 18) Does the influence of politics affect the work of PSD?
- 19) Does the organization have many choices for citizen access?
- 20) Does the organization outsource to the private sector to participate in PSD?
- 21) Does the organization support handicapped groups to access PSD?
- 22) Does the staff have good attitudes and professionalism for PSD?
- 23) Can the citizens access PSD equally?

24) What is the level of the staff's understanding in the context and environment?

25) What is the level of staff transparency?

26) What is the level of staff accountability?

27) How long does the organization take to access and solve problems?

4.8 The Conclusion Table

Table 4.11 The Conclusion Table

Number of Questionnaire	Sample Groups	Questions	How to Link	Knowledge and Theories
No.1	Staff and leadership	For testing X1, X2, X3, X4, X5, X6 and a HPWS	For testing H1, H2, H3, H4, H5, H6	Competency, human resource architecture, a HPWS, public service delivery, best practice, and SHRM
No.2	The people that use PSD	Y for testing citizen satisfaction and separating HPWS city municipalities from general city municipalities	For separating HPWS city municipalities from general city municipalities	

CHAPTER 5

RESEARCH RESULTS

The study of the impact of HRM structure and competency on public service delivery (PSD), a case study of Thailand city municipalities, used two 2 questionnaires to collect the data by random selection, choosing 8 out of 30 city municipalities from all parts of Thailand. There were two groups: first, the leaders and staff of city municipalities, and 447 citizens that used PSD in the city municipalities.

The results of research are separated into 9 parts:

5.1 The Analysis of the General Information from Two Populations

5.2 The Analysis of the Leaders' and Staff's Opinions about the HPWS

5.3 The Analysis of the Opinions of the Citizens That Used PSD in the City Municipalities

5.4 The Impact of HRM Structure on Citizen satisfaction in PSD

5.5 The Analysis of the HRM Structures that Affected Citizen satisfaction

5.6 The Comparative Study of HRM Structure and Competency between High Satisfaction City Municipalities and General City Municipalities

5.7 The Results of the Qualitative Research on HRM Structure and Competency for PSD

5.8 In-Depth Interview Analysis from the Qualitative Research

5.9 The Integration of the Results of the Quantitative and Qualitative Study

The symbols used in this research

df	=	Degree of freedom
p-value	=	Significance level
r	=	Pearson's product moment correlation coefficient
R ²	=	Squared multiple correlation
SD	=	Standard Deviation
\bar{x}	=	Mean
HPWS	=	High Performance Work System of PSD
HRM	=	HRM structure factors
HRM1	=	Formal structure factor
HRM2	=	Informal structure factor
HRM3	=	Myth factors
KSAOs	=	Competency factor
KSAOs1	=	Personnel competency factor
KSAOs2	=	Working competency factor
KSAOs3	=	Organization competency factor

5.1 The Analysis of the General Information from Two Populations

Generation information on the leaders and staff that answered the first questionnaire (Table 5.1)

Table 5.1 The Frequency and Percentage of the Leaders and Staff That Answered the Questions

General information	The frequency and Percentage								Total
	Ayutthaya	Songkhla	Trang	Nonthaburi	Udorn	Chianrai	Ubol	Chainmai	
Gender Male	9	18	15	16	16	18	13	14	119
	(3.2)	(6.4)	(5.4)	(5.7)	(5.7)	(6.4)	(4.6)	(5.0)	(42.5)
Female	21	18	20	20	20	17	24	21	161
	(7.5)	(6.4)	(7.1)	(7.1)	(7.1)	(6.1)	(8.6)	(7.5)	(57.5)
Total	30	36	35	36	36	35	37	35	280
	(10.7)	(12.9)	(12.5)	(12.9)	(12.9)	(12.5)	(13.2)	(12.5)	(100.0)

Table 5.1 shows that there was a total of 280 staff workers and leaders that answered the questions, 30 from Ayutthaya, 35 from Trang, 36 from Nonthaburi, 35 from Ubol Ratchathani, 36 from Udorn Thani, 35 from Chiang Rai, 37 from Ubol Ratchathani, and 35 from Chiang Mai. There was a total of 119 males (42.5 %) and 161 females (57.5%).

Classifying according to each city municipality, most of the staff and leaders that answered the question were females rather than males, except in Chiang Rai (more males than females) and Songkhla (number of males and females were equal).

Table 5.2 The Percentage of Leaders and Staff Classified by Age

General Information		The frequency and percentage								Total
Age		Ayutthaya	Songkhla	Trang	Nonthaburi	Udorn	Chiangrai	Ubol	Chiangmai	
Less than 25		1	0	3	2	1	0	3	0	10
		(0.4)	(0.0)	(1.1)	(0.7)	(0.4)	(0.0)	(1.1)	(0.0)	(3.6)
25-34 years old		15	18	22	21	17	21	13	15	142
		(5.4)	(6.4)	(7.9)	(7.5)	(6.1)	(7.5)	(4.6)	(5.4)	(50.7)
35-44 years old		13	16	6	6	12	10	19	12	94
		(4.6)	(5.7)	(2.1)	(2.1)	(4.3)	(3.6)	(6.8)	(4.3)	(33.6)
45-54 years old		1	2	3	6	6	4	1	8	31
		(0.4)	(0.7)	(1.1)	(2.1)	(2.1)	(1.4)	(0.4)	(2.9)	(11.1)
55 years old up		0	0	1	1	0	0	1	0	3
		(0.0)	(0.0)	(0.4)	(0.4)	(0.0)	(0.0)	(0.4)	(0.0)	(1.1)
Total		30	36	35	36	36	35	37	35	280
		(10.7)	(12.9)	(12.5)	(12.9)	(12.9)	(12.5)	(13.2)	(12.5)	(100.0)

Table 5.2 shows that the age of the staff and leaders having the age of 25-34 years was 50.7%, for those 35-44 years of age it was 33.6%, and for the 45-54 group it was 11.1%.

Most of the city municipalities in this research had staff and leaders at an average of 25-35 years, except for Ubol Ratchathani (where most of the individuals were aged 35-44).

Table 5.3 The Frequency and Percentage of Staff and Leaders Classified by Education

Most of the city municipality in this research have the age of 25-35 years old of staffs and leaders, except, Ubol Ratchathani (most of age is 35-44)

General Information		The Frequency and Percentage								Total
		Ayutthaya	Songkhla	Trang	Nonthaburi	Udon	Chiang rai	Ubol	Chiang mai	
Educational Level	Under graduate	14 (5.0)	10 (3.6)	3 (1.1)	13 (4.6)	4 (1.4)	18 (6.4)	11 (3.9)	7 (2.5)	80 (28.6)
	Bachelor degree	13 (4.6)	25 (8.9)	22 (7.9)	17 (6.1)	28 (10.0)	14 (5.0)	25 (8.9)	22 (7.9)	166 (59.3)
	Master Degree	3 (1.1)	0 (0.0)	8 (2.9)	6 (2.1)	2 (0.7)	2 (0.7)	0 (0.0)	6 (2.1)	27 (9.6)
	PHD.	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (0.4)	0 (0.0)	0 (0.0)	1 (0.4)
	Others	0 (0.0)	1 (0.4)	2 (0.7)	0 (0.0)	2 (0.7)	0 (0.0)	1 (0.4)	0 (0.0)	6 (2.1)
	Total	30 (10.7)	36 (12.9)	35 (12.5)	36 (12.9)	36 (12.9)	35 (12.5)	37 (13.2)	35 (12.5)	280 (100.0)

Table of 5.3 shows that the education level of the staff and leaders at 59.3% had a bachelor degree, 28.6% had an undergraduate degree, and 9.6% had a master degree.

Most of the city municipality staff and leaders in this research had a bachelor's degree, except for Ayutthaya, where most of the staff had an undergraduate degree.

Table 5.4 The Frequency and Percentage of Each Department in City Municipalities That Answered the Questions

The Frequency and Percentage								Total
Ayutthaya	Songkhla	Trang	Nonthaburi	Udorn	Chiang rai	Ubol	Chiang mai	
8	11	4	9	8	6	9	6	61
(2.9)	(3.9)	(1.4)	(3.2)	(2.9)	(2.1)	(3.2)	(2.1)	(21.8)
2	6	5	5	8	4	5	11	46
(0.7)	(2.1)	(1.8)	(1.8)	(2.9)	(1.4)	(1.8)	(3.9)	(16.4)
8	3	4	3	1	7	6	3	35
(2.9)	(1.1)	(1.4)	(1.1)	(0.4)	(2.5)	(2.1)	(1.1)	(12.5)
0	0	3	4	0	2	0	0	9
(0.0)	(0.0)	(1.1)	(1.4)	(0.0)	(0.7)	(0.0)	(0.0)	(3.2)
5	7	2	2	13	7	5	3	44
(1.8)	(2.5)	(0.7)	(0.7)	(4.6)	(2.5)	(1.8)	(1.1)	(15.7)
1	3	4	6	4	3	4	7	32
(0.4)	(1.1)	(1.4)	(2.1)	(1.4)	(1.1)	(1.4)	(2.5)	(11.4)
4	4	2	2	0	3	3	2	20
(1.4)	(1.4)	(0.7)	(0.7)	(0.0)	(1.1)	(1.1)	(0.7)	(7.1)
2	2	11	5	2	2	5	3	32
(0.7)	(0.7)	(3.9)	(1.8)	(0.7)	(0.7)	(1.8)	(1.1)	(11.4)
0	0	0	0	0	1	0	0	1
(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.4)	(0.0)	(0.0)	(0.4)
30	36	35	36	36	35	37	35	280
(10.7)	(12.9)	(12.5)	(12.9)	(12.9)	(12.5)	(13.2)	(12.5)	(100.0)

Table 5.4 shows that most of the leaders and staff that answered the questions were from the office of a city municipal clerk at 21.8%, 16.4% from the Division of Public Works, and 15.7% for the Division of Finance.

There was no staff or leaders from the Division of Water Supply of Ayutthaya, Songkhla, UdornThani, Ubol Ratchathani or Chiang Rai to answer the question and this problem may come from the limited quantity of the questionnaires.

Table 5.5 The Frequency and Percentage of Leaders and Staff That Answered the Questions

General		The Frequency and Percentage								Total
Information		Ayutthaya	Songkhla	Trang	Nonthaburi	Udon	Chiangrai	Ubol	Chianmai	
Position	Staffs	25	24	24	24	26	25	26	21	195
		(67.57)	(64.86)	(64.86)	(64.86)	(70.27)	(67.57)	(70.27)	(56.76)	(69.64)
	Leader	12	10	12	12	10	8	10	11	85
		(32.43)	(27.03)	(32.43)	(32.43)	(27.03)	(21.62)	(27.03)	(29.73)	(30.36)
	Total	37	34	36	36	36	33	36	32	280
		(13.21)	(12.14)	(12.86)	(12.86)	(12.86)	(11.79)	(12.86)	(11.43)	(100.00)

Table 5. 5 shows that most of the staff and leaders that answered the questionnaires were the staff at 69.64%, then 30.36% were leaders.

Table 5.6 The Frequency and Percentage of the Staff and Leaders' Working Ages

General Information		The frequency and percentage of working age								Total
		Ayutthaya	Songkhla	Trang	Nonthaburi	Udon	Chiangrai	Ubon	Chiangmai	
working age	1-5 years	10	8	28	12	8	11	15	6	98
		(3.6)	(2.9)	(10.0)	(4.3)	(2.9)	(3.9)	(5.4)	(2.1)	(35.0)
	6-10 years	13	13	4	14	14	13	10	11	92
		(4.6)	(4.6)	(1.4)	(5.0)	(5.0)	(4.6)	(3.6)	(3.9)	(32.9)
	11-15 years	6	9	1	4	12	8	8	9	57
		(2.1)	(3.2)	(0.4)	(1.4)	(4.3)	(2.9)	(2.9)	(3.2)	(20.4)
	16-20 years	1	6	0	3	2	2	2	5	21
		(0.4)	(2.1)	(0.0)	(1.1)	(0.7)	(0.7)	(0.7)	(1.8)	(7.5)
	20 years	0	0	2	3	0	1	2	4	12
		(0.0)	(0.0)	(0.7)	(1.1)	(0.0)	(0.4)	(0.7)	(1.4)	(4.3)
	Total	30	36	35	36	36	35	37	35	280
		(10.7)	(12.9)	(12.5)	(12.9)	(12.9)	(12.5)	(13.2)	(12.5)	(100.0)

Table 5.6 shows that the working age of most of the staff and leaders was 35% at 1-5 years, then 32.9% at 6-10 years, and 20.4% at 11-15 years.

The city municipalities that had a working staff at the highest level at 1-5 years were Trang and Ubol Ratchathani, and the city municipality that had a working staff of 20 years and at the highest level were Chiang Mai, Nonthaburi, and Trang.

5.2 An Analysis of the Leaders' and Staff's Opinion about the HPWS

The opinions of the staff and leaders about the factors of HRM structure, competency and the HPWS are shown in table 5.7.

Table 5.7 Mean and Standard Deviation of Leaders' and Staff's Opinions about HRM Structure

Question	Mean and Standard Deviation								Total Average
	Ayutthaya	SongKhla	Trang	Nonthaburi	Udorn	Chiang rai	Ubol	Chiang mai	
Formal Structure	4.00	3.81	4.26	3.83	4.44	4.03	3.86	3.89	4.01
1.The city municipalities have enough and proper staffs for workload.	(0)	(0.47)	(0.61)	(0.81)	(0.56)	(0.38)	(0.35)	(0.32)	(0.54)
2.It has clear and certain hierarchy and responsibility.	4.10 (0.31)	4.67 (0.53)	4.29 (0.57)	3.97 (0.77)	4.39 (0.49)	4.00 (0.49)	3.86 (0.42)	4.89 (0.32)	4.27 (0.61)
3. It has recruitment and selection strategy to attract high quality of PSD staffs.	4.10 (0.4)	4.11 (0.57)	4.34 (0.54)	3.97 (0.81)	4.03 (0.17)	4.11 (0.58)	3.70 (0.52)	4.03 (0.45)	4.05 (0.56)
4.It has clear and certain rule, regulation, and standard for working.	4.17 (0.53)	3.83 (0.65)	4.66 (0.54)	3.83 (0.74)	4.00 (0)	4.03 (0.62)	3.84 (0.65)	3.63 (0.49)	3.99 (0.63)
5. The decision making has certain standards and models.	4.17 (0.59)	3.64 (0.59)	4.51 (0.61)	4.06 (0.58)	4.06 (0.23)	4.11 (0.63)	4.03 (0.55)	3.60 (0.5)	4.02 (0.61)
6. It has proper compensation and working environment to retain staffs.	4.17 (0.65)	3.92 (0.65)	4.31 (0.63)	3.86 (0.76)	3.97 (0.17)	4.03 (0.66)	3.86 (0.42)	4.00 (0.34)	4.01 (0.58)
7. It has certain and promising in career path.	4.17 (0.65)	4.67 (0.59)	4.26 (0.7)	3.89 (0.82)	4.00 (0)	4.14 (0.65)	3.86 (0.42)	4.80 (0.41)	4.22 (0.66)
8. The promotion and reward depend on performance.	4.27 (0.58)	4.22 (0.48)	4.23 (0.81)	3.94 (0.79)	3.94 (0.23)	4.06 (0.59)	3.76 (0.43)	4.34 (0.54)	4.09 (0.61)
9. The strategy and method of working always adjust to fit on situation.	4.20 (0.61)	1.25 (0.6)	4.23 (0.77)	4.06 (0.79)	4.00 (0.42)	4.17 (0.62)	3.76 (0.49)	1.89 (0.32)	3.43 (1.26)
Total Formal structure mean	4.15 (0.48)	3.79 (0.57)	4.34 (0.64)	3.93 (0.76)	4.09 (0.25)	4.08 (0.58)	3.84 (0.47)	3.90 (0.41)	4.01 (0.67)

Table 5.7 (Continued)

Question	Mean and Standard Deviation								Total Average
	Ayutthaya	SongKhla	Trang	Nonthaburi	Udorn	Chiang rai	Ubol	Chiang mai	
<u>Informal Structure</u>	4.07	3.14	4.83	4.08	4.61	4.11	4.27	3.54	4.08
10. You follow rule and regulation strictly.	(0.52)	(0.64)	(0.45)	(0.77)	(0.49)	(0.53)	(0.65)	(0.51)	(0.77)
11. The Executives support the staffs to create new method to solve the problems.	4.10	3.33	4.20	4.00	3.94	4.09	3.86	3.91	3.93
	(0.55)	(0.48)	(0.53)	(0.83)	(0.41)	(0.56)	(0.54)	(0.28)	(0.59)
12. The executives and leaders focus on staffs' team and working relationship.	4.20	3.50	4.20	3.92	3.94	4.00	3.70	4.83	4.03
	(0.61)	(0.56)	(0.63)	(0.81)	(0.23)	(0.59)	(0.46)	(0.38)	(0.67)
13. The executives have visions and leadership to improve PSD.	4.17	3.83	4.23	3.94	3.94	3.97	3.57	4.89	4.06
	(0.59)	(0.85)	(0.65)	(0.86)	(0.41)	(0.57)	(0.5)	(0.32)	(0.71)
14. The executives suggest and advice the staffs.	4.03	3.86	3.83	3.94	4.00	3.94	3.62	3.97	3.90
	(0.32)	(0.42)	(0.75)	(0.63)	(0.24)	(0.24)	(0.49)	(0.17)	(0.46)
15. The executives dare to make decision and motivate staff to make decision.	4.10	3.97	3.97	3.92	4.00	4.03	3.65	4.03	3.95
	(0.4)	(0.51)	(0.79)	(0.69)	(0.34)	(0.45)	(0.48)	(0.17)	(0.52)
16. The executives have reasons and approach strategies.	4.20	4.44	3.91	3.89	4.06	3.97	3.86	4.54	4.11
	(0.41)	(0.61)	(0.82)	(0.71)	(0.23)	(0.57)	(0.42)	(0.56)	(0.61)
17. The executives focus on wok achievement.	4.23	4.64	4.03	3.83	4.19	4.00	3.84	4.54	4.16
	(0.43)	(0.59)	(0.75)	(0.7)	(0.4)	(0.59)	(0.55)	(0.61)	(0.65)
18. The executives coordinate, support, and control on working.	4.20	3.25	3.94	3.86	4.00	3.97	3.54	3.26	3.74
	(0.48)	(0.6)	(0.68)	(0.68)	(0.24)	(0.62)	(0.51)	(0.44)	(0.64)
19. The executives discuss with staffs before making decision.	4.27	3.08	3.94	3.78	3.86	4.00	3.65	3.14	3.70
	(0.64)	(0.65)	(0.68)	(0.72)	(0.42)	(0.59)	(0.48)	(0.36)	(0.69)
20. The executives suggest the problem solving for the different issues.	4.43	2.97	3.97	3.61	4.00	4.17	3.59	3.37	3.75
	(0.5)	(0.38)	(0.71)	(0.77)	(0)	(0.57)	(0.55)	(0.49)	(0.69)
21. The executive coach and teach for working.	4.43	3.75	4.06	3.78	4.00	4.00	3.59	4.06	3.95
	(0.5)	(0.5)	(0.73)	(0.8)	(0)	(0.69)	(0.6)	(0.34)	(0.61)

Table 5.7 (Continued)

Question	Mean and Standard Deviation								Total Average
	Ayutthaya	SongKhla	Trang	Nonthaburi	Udorn	Chiang rai	Ubol	Chiang mai	
22. The executives are fair and focus on staffs' benefits.	4.40 (0.56)	3.97 (0.29)	4.23 (0.69)	3.92 (0.87)	3.97 (0.17)	4.06 (0.54)	3.84 (0.5)	4.17 (0.51)	4.06 (0.57)
23. The executives pay attention on the participation of mission and goal.	4.40 (0.56)	4.33 (0.53)	4.20 (0.76)	3.92 (0.81)	4.00 (0)	4.00 (0.59)	3.86 (0.54)	4.74 (0.51)	4.18 (0.64)
24. The executives motivate staffs to concern about important and challenge situations.	4.30 (0.6)	3.64 (0.54)	4.26 (0.61)	3.86 (0.68)	4.00 (0)	4.03 (0.62)	3.65 (0.59)	3.89 (0.4)	3.94 (0.58)
25. The executives have ethics and can be trusted.	4.33 (0.55)	4.06 (0.41)	4.14 (0.69)	3.94 (0.79)	4.00 (0)	4.09 (0.66)	3.76 (0.43)	4.51 (0.51)	4.10 (0.59)
26. The executives pay attention and be active about staffs' working.	4.37 (0.56)	4.06 (0.41)	3.97 (0.75)	3.92 (0.73)	4.17 (0.38)	4.00 (0.64)	3.89 (0.52)	4.43 (0.56)	4.09 (0.6)
Informal structure mean	4.25 (0.52)	3.75 (0.53)	4.11 (0.69)	3.89 (0.76)	4.04 (0.23)	4.03 (0.57)	3.75 (0.52)	4.11 (0.42)	3.98 (0.62)
Myth	4.30	1.83	4.37	3.75	4.44	3.94	3.54	3.14	3.65
27. Politics, Economics and Social situation impact on PSD.	(0.65)	(0.88)	(0.65)	(0.77)	(0.5)	(0.64)	(0.93)	(0.73)	(1.09)
28. The working environment is always changed and unstable.	4.27 (0.52)	1.22 (0.59)	4.29 (0.57)	3.83 (0.81)	2.69 (0.75)	3.94 (0.59)	3.30 (0.97)	1.91 (0.51)	3.16 (1.26)
29. The influence of politics and dark power effect on PSD working.	4.20 (0.48)	1.19 (0.58)	4.46 (0.66)	3.89 (0.95)	2.14 (0.68)	4.06 (0.59)	3.14 (0.89)	1.37 (0.65)	3.03 (1.41)
Myth Mean	4.26 (0.55)	1.41 (0.68)	4.37 (0.63)	3.82 (0.84)	3.09 (0.64)	3.98 (0.61)	3.33 (0.93)	2.14 (0.63)	3.28 (1.25)
Total structure mean	4.22 (0.51)	3.52 (0.56)	4.21 (0.67)	3.90 (0.77)	3.96 (0.28)	4.04 (0.57)	3.73 (0.55)	3.84 (0.44)	3.92 (0.7)

According to table 5.7 on the leaders' and staff's opinions, it is shown that the HRM structure fit on organizations and a high level relationship between variables on PSD working with a mean of 3.92. The city municipalities that had the strongest HRM structure fitting PSD were Ayutthaya with the mean of 4.22, then Trang 4.21, and Chiang Rai 4.04.

For the formal structure, the most important issues that leaders and staffs paid attention to by giving the highest score were having clear responsibility and hierarchy (Mean= 4.27), then having promising and certain career paths (Mean= 4.22), and having promotion and rewards for performance (4.09). The city municipalities that had the strongest formal HRM structure fitting PSD were Trang with a mean of 4.34, then Ayutthaya 4.15, and Udorn 4.09.

For the informal structure, the most important issues that leaders and staff paid attention to by giving it the highest score were the executives focusing on mission and goal participation (Mean= 4.18), then the executives concentrating on goal achievement (Mean=4.16), and the executives having an approach to strategies (4.11). The city municipalities that had the strongest informal HRM structure fitting PSD were Ayutthaya with a mean of 4.24, then Trang 4.16, and Chiang Mai 4.11.

Regarding the myth structure is the most important factors of politics, economics, and social that impact on PSD (Mean=3.65), then the environment always changing and being dynamic (Mean= 3.16), and politics and the dark power influencing PSD (3.03). The city municipalities that were involved in politics and dark power at a high level were Trang with a mean of 4.37, then Ayutthaya 4.26, and Chiang Rai 3.98.

Table 5.8 Mean and Standard Deviation of Leaders' and Staff's Opinions about HRM Competency

Question	Mean and standard Deviation								Total Average
	Ayotthaya	Songkhla	Trang	Nonthaburi	Udorn	Chiang rai	Ubol	Chiangmai	
<u>Personnel</u>	4.10	4.00	4.70	4.25	4.60	3.90	4.20	3.80	4.20
<u>Competency</u>	(0.57)	(0.00)	(0.48)	(0.45)	(0.52)	(0.32)	(0.42)	(0.42)	(0.51)
1. You have KSAOs that fit on PSD.									
2. You have satisfaction on your job.	4.10 (0.57)	4.10 (0.32)	4.60 (0.52)	4.58 (0.51)	4.30 (0.48)	4.00 (0.00)	3.90 (0.32)	4.00 (0.47)	4.21 (0.49)
3. Staffs have training system that continuously improve KSAOs for PSD.	3.90 (0.32)	4.70 (0.48)	4.60 (0.52)	4.50 (0.52)	4.20 (0.42)	3.90 (0.57)	3.80 (0.42)	4.70 (0.48)	4.29 (0.58)
4. The organizations have coaching system to teach staffs how to work and practice.	4.10 (0.57)	3.80 (0.63)	4.70 (0.48)	4.50 (0.52)	4.10 (0.32)	3.90 (0.57)	3.80 (0.42)	4.10 (0.32)	4.13 (0.56)

Table 5.8 (Continued)

Question	Mean and standard Deviation								Total Average
	Ayothaya	Songkhla	Trang	Nonthaburi	Udon	Chiang rai	Ubol	Chiangmai	
17. The organization have social responsibility.	3.80 (0.63)	4.90 (0.32)	4.80 (0.63)	4.67 (0.49)	4.30 (0.48)	3.80 (0.42)	4.20 (0.42)	5.00 (0.00)	4.44 (0.63)
18. The organization has enough information and tool for working.	3.80 (0.42)	3.80 (0.63)	4.10 (0.74)	3.92 (0.67)	4.00 (0.47)	3.90 (0.32)	3.50 (0.71)	3.40 (0.52)	3.80 (0.60)
19. Your organization links and shares information with other organizations.	3.80 (0.42)	3.90 (0.32)	4.40 (0.70)	4.25 (0.45)	3.70 (0.67)	3.70 (0.48)	3.30 (0.48)	4.30 (0.67)	3.93 (0.62)
20. The organization opens for citizen to participate in PSD.	3.80 (0.42)	4.90 (0.32)	4.60 (0.52)	4.33 (0.49)	4.50 (0.53)	3.90 (0.32)	3.70 (0.48)	4.40 (0.52)	4.27 (0.59)
21. The organization opens for public sectors to help solving problem and outsource PSD to private sectors.	3.90 (0.32)	3.90 (0.57)	4.50 (0.53)	4.42 (0.51)	4.10 (0.32)	3.60 (0.52)	4.20 (0.42)	3.50 (0.53)	4.02 (0.57)
22. The handicaps have many choices to access PSD in organization.	4.00 (0.47)	4.10 (0.32)	4.60 (0.52)	4.83 (0.39)	4.10 (0.32)	4.00 (0.47)	4.00 (0.47)	4.90 (0.32)	4.33 (0.55)
23 The staffs have good attitude and be professional in PSD.	3.80 (0.42)	4.60 (0.52)	4.60 (0.52)	4.50 (0.52)	4.10 (0.32)	3.80 (0.42)	4.00 (0.47)	4.60 (0.52)	4.26 (0.56)
24. The organization treats citizen equally.	4.00 (0.67)	4.80 (0.42)	4.60 (0.52)	4.33 (0.49)	4.30 (0.48)	4.00 (0.47)	4.10 (0.57)	4.90 (0.32)	4.38 (0.58)
25. The staffs understand about the different context of organization working.	3.90 (0.57)	4.40 (0.52)	4.70 (0.48)	4.42 (0.51)	4.00 (0.00)	3.70 (0.48)	3.90 (0.32)	3.90 (0.57)	4.12 (0.55)
26. The staffs have transparency for working.	4.00 (0.67)	5.00 (0.00)	4.60 (0.52)	4.58 (0.51)	4.10 (0.32)	3.80 (0.42)	4.00 (0.47)	4.70 (0.48)	4.35 (0.60)
27. The organization has accountability in responsibility.	3.80 (0.42)	5.00 (0.00)	4.80 (0.42)	4.67 (0.49)	4.00 (0.00)	3.70 (0.48)	3.80 (0.42)	4.70 (0.48)	4.32 (0.63)
28. The organization accesses and solves the problem immediately.	3.90 (0.57)	5.00 (0.00)	4.70 (0.48)	4.58 (0.51)	4.00 (0.00)	3.70 (0.48)	4.20 (0.63)	4.70 (0.48)	4.35 (0.62)
Mean	3.86 (0.50)	4.48 (0.30)	4.59 (0.54)	4.47 (0.51)	4.11 (0.33)	3.79 (0.44)	3.94 (0.50)	4.38 (0.42)	4.21 (0.59)
Total Mean	3.89 (0.51)	4.19 (0.37)	4.63 (0.51)	4.49 (0.52)	4.06 (0.38)	3.84 (0.48)	3.94 (0.48)	3.93 (0.45)	4.13 (0.61)

From table 5.8, it can be seen that the leaders' and staff's opinions were that the HRM competency fit with a high level of PSD work with a mean of 4.13. The city municipalities that had the strongest HRM competency fitting PSD were Trang with a mean of 4.63, then Nonthaburi 4.49, and Songkhla 4.19.

For personnel competency, the most important issues that the leaders and staffs paid attention to by giving the highest mean score. The city municipalities that have the strongest personnel competency fitting PSD were Trang with a mean of 4.63, then Nonthaburi at 4.15, and Songkhla at 4.09.

For work competency, the leaders and staffs gave a mean score of 4.18. The city municipalities that had the strongest work competency fitting PSD were is Trang with a mean of 4.63, then Nonthaburi at 4.53, and Ubol Ratchathani at 3.97.

In terms of organization competency, the city municipalities that had the strongest organization competency fit with PSD were Trang with a mean of 4.59, then Songkhla at 4.48, and Nonthaburi at 4.47.

Table 5.9 The Percentage of Leaders' and Staff's Opinions about HPW

Questions	The Percentage of PSD Effectiveness								Average
	Ayutthaya	Songkhla	Trang	Nonthaburi	Udon	Chiang rai	Ubol	Chiangmai	
1. The organization opens for complaint and petition from staff.	93.21	96.07	96.07	96.07	79.64	90.00	91.79	73.57	89.55
2. The Organization concentrates on innovation and creativity.	90.36	92.86	96.43	90.00	84.29	90.71	83.93	80.36	88.62
3. Your organization has flexible for balancing working and lifestyle.	91.43	93.21	91.43	94.29	84.29	80.36	83.21	91.79	88.75
4. The organization opens for staffs to participate in decision making.	91.07	89.64	94.64	94.64	82.14	80.71	91.43	87.86	89.02
5. The organization gives opportunity to staff to rotate and change pattern of working.	94.29	91.43	96.07	93.57	81.43	72.86	90.71	73.57	86.74

Table 5.9 (Continued)

Questions	The Percentage of PSD Effectiveness								Average
	Ayutthaya	Songkhla	Trang	Nonthaburi	Udorn	Chiang rai	Ubol	Chiangmai	
6. The organization supports team work both inside and across division.	93.21	93.21	92.86	90.00	89.29	90.36	85.71	86.07	90.09
7. The staffs have opportunity to participate in organization's vision, mission and goal.	89.29	94.64	91.79	89.64	72.14	72.50	90.00	73.93	84.24
8. The organization has knowledge management for improving PSD.	94.64	93.93	91.07	92.50	90.71	80.00	89.64	85.71	89.78
9. The staffs and leaders determine goal of work together.	90.36	92.50	96.79	90.71	73.93	76.79	93.93	79.64	86.83
10. The staff who has high performance has opportunity to promote to higher positions	93.57	95.36	89.29	95.00	81.79	86.79	88.21	85.36	89.42
11. The organization has continuous training programs that cover all kind of works.	91.07	92.86	95.71	95.00	85.71	87.50	87.14	83.93	89.87
12. The organization has feedback for improve working.	92.14	93.93	95.36	95.36	82.14	85.36	91.79	85.36	90.18
13. The organization has proper reward and promotion system	92.50	94.64	89.64	93.21	84.29	90.71	86.07	78.21	88.66
Average	92.09	93.41	93.63	93.08	82.45	83.43	88.74	81.95	88.60

In table 5.9 the percentage of the leaders' and staff's opinions about the effectiveness (HPWS) for all city municipalities was 88.6% . The city municipalities with the most effective PSD (HPWS) were Trang at 93.63% , then Songkhla at 93.41%, and Nonthaburi at 93.08%.

The most important issues that the leaders and staff paid attention to by giving them the highest score for the HPWS were first, 90.18% of the city municipalities being open for feedback to improve PSD, then second, the city municipalities support team working both inside and across divisions, and third, the city municipalities that had continuous training programs covering all of the workload.

Table 5.10 (Continued)

General Information		The Frequency and Percentage of the citizen who come to use PSD								Total
		Ayutthaya	Songkhla	Trang	Nonthaburi	Udorn	Chiang rai	Ubol	Chaing rai	
Division	Office of the city municipal Clerk	19 (4.3)	26 (5.8)	8 (1.8)	12 (2.7)	16 (3.6)	16 (3.6)	22 (4.9)	7 (1.6)	126 (28.2)
	Division of Distribution and Maintenance	10 (2.2)	14 (3.1)	9 (2.0)	5 (1.1)	8 (1.8)	4 (0.9)	6 (1.3)	15 (3.4)	71 (15.9)
	Division of Technical Services and promotion	8 (1.8)	0 (0.0)	7 (1.6)	5 (1.1)	1 (0.2)	6 (1.3)	2 (0.4)	5 (1.1)	34 (7.6)
	Division of Water Supply	0 (0.0)	0 (0.0)	8 (1.8)	2 (0.4)	0 (0.0)	0 (0.0)	8 (1.8)	0 (0.0)	18 (4.0)
	Division of Local Finance Management	4 (0.9)	6 (1.3)	1 (0.2)	4 (0.9)	16 (3.6)	14 (3.1)	8 (1.8)	5 (1.1)	58 (13.0)
	Division of Public Health and Environment Services	13 (2.9)	2 (0.4)	7 (1.6)	8 (1.8)	7 (1.6)	5 (1.1)	2 (0.4)	9 (2.0)	53 (11.9)
	Division of Social Welfare	4 (0.9)	3 (0.7)	11 (2.5)	16 (3.6)	10 (2.2)	7 (1.6)	8 (1.8)	5 (1.1)	64 (14.3)
	Division of Education	0	4	5	4	2	3	1	4	23
	Total	(0.0)	(0.9)	(1.1)	(0.9)	(0.4)	(0.7)	(0.2)	(0.9)	(5.1)
	Total	58	55	56	56	60	55	57	50	447
	1-2	(13.0)	(12.3)	(12.5)	(12.5)	(13.4)	(12.3)	(12.8)	(11.2)	(100.0)
	3-4	56 (12.5)	51 (11.4)	54 (12.1)	55 (12.3)	31 (6.9)	51 (11.4)	45 (10.1)	50 (11.2)	393 (87.9)
	5-6	1 (0.2)	4 (0.9)	2 (0.4)	1 (0.2)	26 (5.8)	3 (0.7)	9 (2.0)	0 (0.0)	46 (10.3)
	7-8	1 (0.2)	0 (0.0)	0 (0.0)	0 (0.0)	3 (0.7)	1 (0.2)	3 (0.7)	0 (0.0)	8 (1.8)
	9-10	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
	Total	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
		58 (13.0)	55 (12.3)	56 (12.5)	56 (12.5)	60 (13.4)	55 (12.3)	57 (12.8)	50 (11.2)	447 (100.0)

According to table 5.10, the total number of individuals that answered the questionnaires was 447 persons, 58 from Ayutthaya, 55 from Songkhla, 56 from Trang, 56 from Nonthaburi, 60 from Udorn Thani, 55 from Chiang Rai, 57 from Ubol Ratchathani, and 50 from Chiang Mai.

There were 200 males (44.7%) and 247 females (55.3%). The percentages of ages were 25.7% for the 25-34 year group, 25.3% for the 35-44 year group, and 22.6% for the 45-54 year group. The percentages of education were 49% for undergraduates, 42.6% for the bachelor degree, and 6.7% for the master degree.

The division that the citizens used most frequently in the city municipalities were the office of the city municipal clerk at 28.2%, the Division of Distribution and Maintenance at 15.9%, and the Division of Distribution and Maintenance at 6.7%. The most frequent use of PSD per year was 1-2 times at 87.9%, 3-4 times at 10.3%, and 5 times up at 1.8%.

Table 5.11 The Citizens' Opinion Level about the PSD Staff in City Municipalities from the Lowest Level to the Highest Level

Questions	Mean and Standard Deviation								Average
	Ayutthaya	Songkhla	Trang	Nonthaburi	Udorn	Chiang Rai	Ubol	Chiang Mai	
1. The staff communicate clearly and ordinarily to support PSD	3.88 (0.33)	3.44 (0.53)	3.62 (0.49)	3.11 (0.59)	3.36 (0.88)	3.67 (0.58)	3.36 (0.88)	3.69 (0.65)	3.54 (0.64)
2. The staffs service in time and fit to citizen's demand	3.96 (0.35)	3.62 (0.93)	3.47 (0.5)	3.09 (0.54)	3.41 (0.83)	3.51 (0.63)	3.41 (0.83)	3.57 (0.7)	3.49 (0.71)
3. The staffs respect and polite without discrimination	3.96 (0.28)	3.64 (0.64)	3.97 (0.25)	3.13 (0.57)	3.45 (0.87)	3.54 (0.63)	3.45 (0.87)	3.48 (0.77)	3.58 (0.68)
4. The staffs take care and give suggestion with service mind	3.5 (0.51)	3.51 (0.76)	3.82 (0.39)	3.18 (0.54)	3.41 (0.87)	3.49 (0.63)	3.41 (0.87)	3.48 (0.73)	3.47 (0.7)
5. The staffs work with least mistakes	3.1 (0.3)	3.29 (0.73)	3.93 (0.25)	3.32 (0.69)	3.45 (0.89)	3.47 (0.54)	3.45 (0.89)	3.45 (0.7)	3.45 (0.68)
6. The staffs create best way to solve to problem	3.12 (0.33)	3.31 (0.74)	3.45 (0.53)	3.21 (0.68)	3.48 (0.89)	3.44 (0.71)	3.48 (0.89)	3.48 (0.68)	3.35 (0.71)
7. The staffs pay attention on citizen's petition and demand	3.82 (0.44)	3.57 (0.71)	3.93 (0.25)	3.18 (0.71)	3.41 (0.87)	3.47 (0.73)	3.41 (0.87)	3.45 (0.65)	3.53 (0.71)

Table 5.11 (Continued)

Questions	Mean and Standard Deviation								Average
	Ayutthaya	Songkhla	Trang	Nonthaburi	Udorn	Chiang Rai	Ubol	Chiang Mai	
8. The staffs achieve to goal of PSD	3.7 (0.46)	3.28 (0.68)	3.98 (0.22)	3.32 (0.74)	3.37 (0.89)	3.4 (0.7)	3.37 (0.89)	3.4 (0.67)	3.49 (0.7)
9. The staffs have social responsibility	4.1 (0.54)	3.53 (0.79)	3.92 (0.27)	3.16 (0.65)	3.29 (0.93)	3.42 (0.6)	3.29 (0.93)	3.36 (0.69)	3.51 (0.75)
10. The staffs work with transparency	3.18 (0.48)	3.42 (0.62)	3.98 (0.22)	3.14 (0.61)	3.36 (0.92)	3.35 (0.61)	3.36 (0.92)	3.38 (0.69)	3.41 (0.69)
11. The staff have ethic for working	3.88 (0.33)	3.49 (0.63)	3.98 (0.22)	3.18 (0.71)	3.34 (0.9)	3.42 (0.63)	3.34 (0.9)	3.38 (0.69)	3.51 (0.7)
Average	3.65 (0.40)	3.46 (0.71)	3.82 (0.33)	3.18 (0.64)	3.39 (0.89)	3.47 (0.64)	3.39 (0.89)	3.47 (0.69)	3.48 (0.70)

According to table 5.11, the citizens' opinions about staff service were at a medium score level. The issues that had the highest score were first, the staff taking care of them and being polite without discrimination (average=3.58); second, the staff communicating clearly and ordinarily (Average= 3.54) and third, the staff paying attention to the citizens' demands and petitions.

The issues where the citizens gave the lowest score were the staff's suggestions to work and solve problems creatively (Average= 3.35), then the staff working with transparency (Average= 3.41), and the staff working with fewer mistakes.

The city municipalities that had the highest score for citizen satisfaction were Trang (Average=3.82), then Ayutthaya (Average=3.65), and Chiang Rai (Average=3.47).

5.4 The Impact of HRM Structure on Citizen Satisfaction in PSD

This research used Pearson's product moment correlation coefficient to analyze the relationship between HRM structure and citizen satisfaction in PSD and the direction of this relationship. The results are shown in table 5.12.

Table 5.12 The Analysis of the Results of the Relationship between HRM Structure and Citizen Satisfaction in PSD

HRM Structure	Citizen satisfaction in PSD			
	r	Sig. (2-tailed)	Level of Relationship	Direction
(HRM1) Formal Structure	0.604**	0.00	Medium	Positive
(HRM2) Informal Structure	0.812**	0.00	High	Positive
(HRM3) Myth	0.745**	0.00	Medium	Positive
(HRM) Average of HRM Structure0	0.720**	0.00	Medium	Positive

Note: ** $p < 0.01$

* $p < 0.05$

As seen in table 5.12, the HRM structures of the city municipalities influenced citizen satisfaction in PSD in a positive direction.

The highest relationship with citizen satisfaction in PSD was informal structure and a positive direction ($r = 0.812$, $p\text{-value} < 0.01$), then myths, with a medium relationship and in a positive direction ($r = 0.745$, $p\text{-value} < 0.01$), and formal structure, with a medium relationship and in a positive direction ($r = 0.604$, $p\text{-value} < 0.01$).

Thus, the HRM structure of city municipalities had a positive relationship with citizen satisfaction in PSD ($r = 0.501$, $p\text{-value} < 0.01$). Hypotheses 1, 2, and 3 then were accepted.

5.5 The Analysis of HRM Competency That Affects Citizen Satisfaction

This research used Pearson's product moment correlation coefficient to analyze the relationship between HRM competency and citizen satisfaction in PSD and the direction of this relationship. The results are shown in table 5.13.

Table 5.13 The Analysis of the Results of the Relationship between HRM Competency and Citizen Satisfaction in PSD

Competency	Citizen satisfaction in PSD			
	R	Sig. (2-tailed)	Relationship Level	Direction
Personnel Competency	0.769**	0.01	High	Positive
Working Competency	0.521**	0.00	Medium	Positive
Organization Competency	0.639**	0.00	Medium	Positive
Average	0.643**	0.00	Medium	Positive

Note: ** $p < 0.01$

* $p < 0.05$

According to table 5.13, the HRM competency of the city municipalities influencing citizen satisfaction in PSD was in a positive direction.

The highest relationship with citizen satisfaction in PSD was personnel competency and in a positive direction ($r = 0.769$, $p\text{-value} < 0.01$), then organization competency, with a medium relationship and in a positive direction ($r = 0.639$, $p\text{-value} < 0.01$), and working competency, with a low relationship and in a positive direction ($r = 0.531$, $p\text{-value} < 0.01$).

Thus, the HRM competency of city municipalities had a positive relationship with citizen satisfaction in PSD ($r = 0.643$, $p\text{-value} < 0.01$). Thus hypotheses 1, 2, and 3 were accepted

5.6 The Comparative Study of HRM Structure and Competency between the City Municipalities Having High Citizen Satisfaction and General City Municipalities

The results showed the difference in HRM structure and competency between the HPWS and general city municipalities using independent sample t-test for the

analysis. However, the effectiveness uses both HPWS and citizen satisfaction to classify the city municipalities into two groups. Thus, the city municipalities that had a high score level for both the HPWS and citizen satisfaction were Ayutthaya (HPWS = 92.09 and citizen satisfaction = 3.65) and Trang (HPWS = 93.63 and citizen satisfaction = 3.82).

The city municipalities that had lower scores both for the HPWS and citizen satisfaction were Udorn Thani (HPWS = 82.45, citizen satisfaction = 3.39) and Ubol Rachani (HPWS = 88.74, citizen satisfaction = 3.39). The rest of the city municipalities that exhibited a contrast between the HPWS and citizen satisfaction were taken out.

Table 5.14 The Analysis of the Results of the Differences in the HRM Structure between the City Municipalities Having High Citizen Satisfaction and the General City Municipalities

Structure	high population satisfaction city municipal		General City Municipal		t	Sig.
	\bar{x}	S.D.	\bar{x}	S.D.		
Formal Structure	4.27	0.27	3.95	0.21	2.57	0.00**
Informal Structure	4.12	0.15	3.88	0.16	2.45	0.00**
Myth	3.97	0.04	3.52	0.18	6.15	0.00**
HRM Structure Total	4.27	0.27	3.95	0.21	5.07	0.00**

Note: ** $p < 0.01$

* $p < 0.05$

Table 5.14 shows that the HRM structures of the city municipalities that had high citizen satisfaction and general city municipalities were significantly different at 0.00 (p-value = 0.01), for formal structure, significant at 0.00 (p-value = 0.01), for informal structure, significant at 0.00 (p-value = 0.01), and for myths with a significance at 0.00 (p-value = 0.01).

Table 5.15 Comparative Study of the Differences in HRM Structure between the City Municipalities That Had High Citizen Satisfaction and General City Municipalities

No.	Question	Effectiveness		
		HPWS	General	Difference
Formal Structure				
1.	The organization has enough staffs comparing with workload.	4.07	4.00	0.07
2.	The organization has certain and clear responsibilities and hierarchies.	4.33	4.12	0.21
3.	The organization pays attention on recruitment and selection the staffs that qualified for PSD.	4.13	3.96	0.17
4.	The organization controls working by certain rule and regulation.	4.12	3.88	0.24
5.	The decision making of organization is under certain pattern and clear rule and regulation.	4.11	3.95	0.16
6.	The organization has best practice in compensation, benefits and environment to support staffs for working effectively.	4.08	4.00	0.08
7.	The organization has promising and clear in career path and promotion system.	4.29	4.18	0.11
8.	The organization has promotion and reward system depend on work performance.	4.17	4.03	0.14
9.	The organization always adjusts and improves working processes and models to align on situation.	3.40	3.46	-0.06

Table 5.15 (Continued)

No.	Question	Effectiveness		
		HPWS	General	Difference
Informal Structure				
10.	You work strictly following rule and regulation.	4.02	4.13	-0.11
11.	The executives motivate staffs to suggest the innovation of solving problems.	4.05	3.95	0.10
12.	The organization and executive pay attention on team work and good relationship of staffs for working.	4.22	4.12	0.10
13.	The executives have vision policy and leadership that support PSD improvement.	4.17	4.09	0.08
14.	The executives and leaders suggest and support staffs how to work.	3.92	3.88	0.04
15.	The leaders and executives dare to make decision and motivate staffs to make decision.	3.99	3.93	0.06
16.	The high executives are reasonable and work with approach strategies.	4.11	4.11	0.00
17.	The high executives focus on goal achievement.	4.18	4.14	0.04
18.	The high executives always coordinate and handle the process of problems.	3.81	3.65	0.16
19.	The executives always ask staffs what the right ways for working.	3.77	3.67	0.10
20.	The high executives suggest how to work in different ways.	3.74	3.78	-0.04

Table 5.15 (Continued)

No.	Question	Effectiveness		
		HPWS	General	Difference
21.	The high executives and leaders are mentors to coach staffs for working.	4.01	3.92	0.09
22.	The high executives and leader are fair and pay attention on staffs' benefits.	4.13	4.01	0.12
23.	The high executives allow staffs to participate on mission and goal.	4.21	4.15	0.06
24.	The high executives suggest and identify the significant issues that staff should concern with.	4.02	3.89	0.13
25.	The executives have ethic and credibility.	4.12	4.09	0.03
26.	The high executives enthusiastic and focus on staffs' working.	4.18	4.12	0.06
	Myth			
27.	The politics, economics, and social situation impact on PSD.	3.49	3.77	-0.28
28.	The work environment constantly changes.	3.41	3.44	-0.03
29.	The dark power or politic power impact on PSD.	3.44	3.5	-0.06

Table 5.15 shows that the HRM structure for high citizen satisfaction city municipalities is different from general city municipalities.

For the formal structure, it was found that high citizen satisfaction city municipality work under obvious rules, regulations, span of control and hierarchy more than the general city municipalities. Moreover, high citizen satisfaction city municipalities have best practices on recruitment and selection to attract high quality of PSD staff more than general city municipalities.

For the informal structure, the executives of high citizen satisfaction city municipalities paid more attention to motivation, coordination, and management of staff work than general city municipalities. Moreover, they were concerned about staff benefits, having vision and leadership, and always coaching staff in how to work. However, question number 10 (strictly working with rules and regulations) and question number 20 (the executives suggest how to work and solve problems distinctively) for general city municipalities had higher scores than high citizen satisfaction city municipalities.

Myth structure, politics, economics, and the social situation impacted high citizen satisfaction city municipalities more than general city municipalities.

Table 5.16 The Analysis Results Showing the Differences in the Competency between High Citizen Satisfaction City Municipalities and General City Municipalities

Competency	High Citizen satisfaction		General		t	Sig.
	\bar{x}	S.D.	\bar{x}	S.D.		
Personnel competency	4.30	0.05	3.98	0.18	7.01	0.00**
Work competency	4.19	0.16	3.72	0.26	3.37	0.00**
Organization competency	4.30	0.19	4.01	0.21	0.95	0.01**
Average	4.26	0.13	3.90	0.22	4.92	0.00**

Note: ** $p < 0.01$

* $p < 0.05$

Table 5.1 shows that the competency of high citizen satisfaction city municipalities and general city municipalities are different with a significance of 0.01(p -value=0.00), a p -value=0.00 for personnel competency, a p -value=0.00 for work competency, and a p -value=0.01 for organization competency and significance at 0.01.

Table 5.17 The Comparative Study of the Effectiveness between the HPWS City Municipalities and General City Municipalities

No.	Question	Effectiveness		
		HPWS	General	Difference
Personnel Competency				
1.	The staffs have enough KSAOs to work for workload.	4.23	4.08	0.15
2.	The staffs have satisfaction on their jobs.	4.32	4.09	0.23
3.	The staffs have continually training program for improving KSAO.	4.35	4.10	0.25
4.	The staffs have mentor system for coaching how to work and behave in organization.	4.25	3.93	0.32
5.	The staffs always ready to work.	4.34	3.68	0.66
6.	The staffs have higher KSAOs than other city municipalities.	3.95	3.68	0.27
7.	The staff is professional for PSD.	4.28	3.88	0.40
8.	The staffs learn to improve their jobs all the time.	4.32	3.63	0.69
9.	The staffs create the innovation for working.	4.09	3.38	0.71
10.	The staffs have high potential in teamwork.	4.31	4.05	0.26
11.	The staffs have coordination across teamwork and division.	3.98	3.48	0.50
12.	The staffs have commitment with organization.	4.25	4.13	0.12
13.	The staff understand and realize how to work effectively	4.45	3.95	0.50

Table 5.17 (Continued)

No.	Question	Effectiveness		
		HPWS	General	Difference
14.	The staffs motivate their co-worker to give suggestion and advice how to improve PSD.	4.16	3.50	0.66
15.	The staffs suggest and present how to solve the problem creatively.	4.08	3.53	0.55
16.	Organization Competency The organization achieve the goal of PSD.	4.22	4.00	0.22
17.	The organization have social responsibility.	4.51	4.28	0.23
18.	The organization have sufficient information and tool for working.	3.88	3.65	0.23
19.	The organization the database that link to across division.	4.02	3.70	0.32
20.	The organization open for citizen suggestion.	4.38	4.08	0.30
21.	The organization outsource and allow private sector to do PSD.	4.15	3.80	0.35
22.	The organization have access choice and system for handicaps.	4.30	4.20	0.10
23.	The organization has professional and good attitude staffs about PSD.	4.35	4.08	0.27
24.	The organization services all group of citizen equally.	4.40	4.28	0.12
25.	The staffs understand context and environment of workplace.	4.33	3.83	0.50
26.	The staffs work with transparency.	4.52	4.10	0.42

Table 5.17 (Continued)

No.	Question	Effectiveness		
		HPWS	General	Difference
27.	The organization has clearly responsibility and accountability.	4.32	4.00	0.32
28.	The organization services and solves the problems immediately.	4.52	4.10	0.42

Table 5.17 shows the following:

For personnel competency, high citizen satisfaction city municipalities had a greater service mind, training system, readiness, job satisfaction, and KSAOs than general city municipalities.

For working competency, high citizen satisfaction city municipalities had more creativity, learning behavior, teamwork, and coordination across teamwork than general city municipalities.

For organization competency, the staff at high citizen satisfaction city municipalities understands work contexts and has transparency, coordination with the private the sector, and has citizen participation more than general city municipalities.

5.7 The Results of the Qualitative Research on HRM Structure and Competency for PSD

The content of the quality research was supported and compared with qualitative results. This part of the research was comprised of deep interviews with 11 specialists and that were well known and involved in city municipalities and all kinds of local government.

However, it was very difficult to obtain information from number 1,2, and 3 because Thailand had many situations during this research study, so the target group may have avoided giving information and did not want to reveal names when that they were not sure if they risked giving information.

The results of quality research are more sophisticated than quantitative results using in-depth interviews.

5.7.1 High-Level Executives Having Responsibility for Evaluation and Auditing Local Government Performance (This Person Nid not Allow His or Her Name to be Revealed or His or Her Position)

This person is an executive and has responsibility for evaluation and auditing of local government performance. He stated the following concerning the city municipalities:

The city municipalities are highest quality organizations of local government that have higher potential about PSD and close to the citizen more than other kinds of local government. From long experience working in local government, the most significant factor that supports the achievement of all types of local government including city municipalities is leadership. Then, the second factor is the participation of the citizen and the third factor is teamwork. If the leaders, city municipalities' presidents, have vision and leadership, they will have ability to motivate citizen participation, determine best practice strategy and plan, and cooperate on teamwork effectively.

However, the crisis problem about Thai PSD effectiveness is a low level of citizen participation. Thai citizens are not interested to participate in PSD, so it brings about a lack of accountability, suggestions and investigation from the citizen. This is the reason that Thai local government has a lot of problems such as corruption, conflict of interest, and etc, so Thai government has to pay attention on solving this problem urgently.

Most of successful local governments have a high level of citizen participation. High participation always comes from a high quality of leadership, social media and information system. However, the factor of economics is very important. If citizens have sufficient lives, they will not suffer to earn a living, so they can interest and pay attention on PSD participation.

For the HRM structure, rules, regulations and laws that are determined by the central government, they are not practical for local

governments, because these are tools of the central government to control and limit the power of local government. For example, if a city municipal wants to enact laws to bring about comfortable working, they have to be approved by the provincial governor and the central government. On the other hand, the provincial governor and central government can abolish city municipalities and dismiss executives including sending the executives from the central government to replace. This causes local government having no power and authority to make decisions or solve problems immediately. They have to wait for approval from the central government, so it brings about many problems such as returning workload and depending on the central and province governors.

The workload that the central government wants to decentralize to local government should be done gradually and give proper workloads. Moreover, the central government should analyze what workload should be decentralized in each local government context that are unique and difference. Moreover, workloads that central government assigns to local government are returned if not successful because first, the central government assigns workload without enough budget and staff. Second, the workload given to local government are always the work load that has many problems that central and province governors throw away like a trash, so it makes local government feel awkward and against to accept this material. Third, some local governments do not have competency to manage the workloads. Each local government has a different context and competency, so it is necessary for central government to understand this point. These are the causes which bring about failure and workload returning. Thus, before assigning the burden, the central government has to prepare each local government to have enough competencies to deal with them.

Laws and regulations that are determined by the central government without understanding the unique contexts of each local municipal sometimes are unfit for local working, so the central

government has to classify the competency level of local governments, and gradually assign workload, and identify what is a proper workload for each local government. Moreover, in local staff opinion, they do not trust the central government and they think that the central government wants to limit local power, if local governments are strong, the central government will lose power and controlling.

5.7.2 In-Depth Interview with the City Municipal President (This Person Did not Allow His or Her Name to be Revealed or His or Her Position)

The city Municipal President stated the following concerning the factors that he felt were important in terms of good relations between people:

The most important factors for local government achievement is the executives, committees, and the good relationship between staffs and the executives who come from the election. The executive committee has responsibility to determine strategy and policy and then leaders of divisions have to develop strategy to be the process for staffs' working. Thus, the coordination of the policy maker and policy users has to go in the same direction and make sure that both sides understand the same things. If the organization has strong teamwork, it is very easy to achieve the goals and improve PSD effectiveness. The most important competency is teamwork competency. Anyway, personnel competency is important too, but less than team work competency and leadership.

The participation of the citizen can be improved by having a PSD policy that meets the demands and benefits for local citizens. Moreover, the factors of politics, economics and the social situation influence on PSD effectiveness too, if these factors change, PSD has to adjust to align with the situation. Besides, when time changes, citizens demands change, so strategies, policy and procedures for working have to adapt to fit on citizen demand.

About the staff problems, all staffs are promoted step- by- step in a career path, but the Ministry of Interior determines the new rules that local staffs who want to be promoted have to pass training programs that are identified for each position. This rule makes local staffs feel they have to work harder, because they work very hard for their routine jobs and have no time for training. Thus, training is a burden for them. Moreover, if they cannot pass training programs, they cannot be promoted, although they work very hardly. In local staffs' opinion, training discourages them to improve their working.

For citizen participation, the more citizens have sufficient lives, the more they have time to participate with PDS. If politics, economics, and the social system have chaos, it is difficult for government to motivate participation from citizens. Thus, both central and local government has to build a sufficient economy for the citizen by following the sufficiency economy theory, the philosophy of King Bhumibol Adulyadej, Rama 9.

The obstacles for improving PSD in local government are first, that the central government, especially the Ministry of Interior, attempts to make local government fail because the stronger local government, the weaker the central government. Second, the local governments have no fiscal power, because they depend on budgets from the central government. Both factors are the reasons why local governments have to follow policies from the central government.

5.7.3 An In-Depth Interview with the Secretary from the Municipal League of Thailand

The Secretary from the Municipal League of Thailand discussed the factors that he considered important in supporting HPWS in the following:

The factors that are very important for supporting the HPWS in city municipalities are leadership and citizen participation. The central government should decentralize workload gradually and all sections in

the city municipal system have to work together in the same direction. Moreover, the organization needs to motivate citizens to participate to bring about transparency, accountability and audition of all PSD staffs' working, so the executive needs to have vision and pays attention to why leadership is very important for local PSD.

The obstacle to improve PSD in local government is first, the budgets are controlled by the central government. Second, politics from the central government can intervene in PSD working by rules, regulations and laws. Third, provincial governors are the representatives of the central government to dominate city municipalities and all types of local government.

5.7.4 The Concept of PSD of Professor Direk Pathamasiriwat

Professor Direk Pathamasiriwat stated the following concerning his opinion about the concept of PSD:

In the future technology will influence on the labor of human. It will replace most of workload, so the human labors have to improve themselves to be professional and raise their skill for working in workload that technology cannot replace. The HRM structure in public sector has to adjust the over staff situation. The question is how can government deal with this problem

Moreover, PSD has to confront with the problem of "Jobless Growth". Jobless growth is the situation that the economy is improve very fast, while there is higher rate of unemployment. The gap between the entrepreneurs and labors. The labor union has no bargain power anymore because of technology power. Both central and local government have to face with this situation. The high gap in societies will cause more confliction of low class, middle class and entrepreneur class. This is the reason impact the politics of our country. The politicians from the major party have to par responsibility to the group of citizen that support them

The suggestion for solving this problem is both central and local government have to have progressive tax system to attribute the benefit from entrepreneur class to middle and low class for social safety nets. However, the government still has no answering for this problem.

5.7.5 The President of Bankhai Subdistrict Municipality

From this interview, the Principal of the Municipality indicated that the system rules and regulations do not obstruct the quality of PSD.

All local governments work under the same system and standard from central government, however they are different on the quality of PSD. It shows that all laws, regulation and systems do not effect on the effectiveness. The keyword is the attitudes and ethics of staffs who work in system. If they respect in regulations and intend to work, they always success. Moreover, the leaderships are the most important. If leaders have good vision and strategy and apply them to be best practice and motivate staffs to understand and dedicate to work for citizen. PSD will have effectiveness to raise the high quality of lives.

Leaderships pay the attention on the most significant roles for local PSD. Thai culture not only support the quality of PSD, but also it can motivate citizen to have participation with local government, especially patronage system. People always feel negative with it, but if open mind, we can see positive role of it. Local politicians were voted if they have citizen trust and trust come from the good relationship between local politician. It is not easy to receive citizen trust because they have to take very long time to take care citizen continuously.

If they did something that conflict with the citizen demand or something that infamous. They cannot be voted to work for this responsibility. The concept that citizens are controlled by government sectors will change to be local government have to be controlled by citizens and service them by giving PSD. The new generation of local executive in public sector must have the behavior that easy to access and familiar with local citizen. They have to try to solve all citizen problems as possible and fast as they can. For this reason, the old traditional politics will disappear step by step until absolutely vanish. Thus, myth power will not be accepted by the new generation of local executives and citizen.

According to all PSD systems or structured were set by central government, personal competency will little impact to the responsibility. It will impact only the difference of time and quality of working, so most of the effectiveness depends on the leadership of executives and teamwork. The formal structure like laws, rules, regulation from the constitution have a good design do not effect on it. The responsibility of the executive and teamwork have to access and solve the problems of the citizens for making their trust. The conflict of working always happens because it is the nature of working and it depends on how the executive handle it.

The most important thing that local PSD is lacking is the participation from public sectors. If public sectors support PSD of public sector to create activities for citizen participation and figure out how to deal with problem in local. If the executive can do, the quality of lives will be improved to achieve for the high level.

5.7.6 The President of the of Bankai Subdistrict Municipal Council

About the Myth and politics in local PSD, the politicians who were voted always monopolize by one group or family. If analyze deeply, why one group can be trusted and voted from generation to another generation must accumulated trust, power and support the citizens for benefit they need. It is not easy to happen and take very long time to do that. However, it is easy to solve this problem by limiting time for executives and party to continue working not more than 2 times, and then that party and executives cannot be back in the position again.

5.7.7 The Municipal Clerk of Bankai Subdistrict Municipality

The system of local PSD simulates from the central government, but it has smaller size and not be sophisticated like central government system. The reason that has local government is to attribute PSD to local citizen closely and equally. The selection and recruitment from central do not obstruct for working because all the same positions have the same pattern and job description that were designed. For the opinion of executives in this local government unit, the standards were set from central government support and benefit for PSD working in local. Therefore, personal competency less influence on PSD. However, they do not refuse that the staffs that come from local citizen always dedicate and understand their local much more than

the staffs who come from others. They will prior to staffs from their local than others if the positions in organization are available.

5.7.8 Vice President of Bankai Subdistrict Municipality

For the emergency cases, such as natural disaster, sabotage, tragedy and etc., that need to access problems and help citizen immediately, the local government can directly connect or communicate to public or private sector that have KSAOs and be professional about the unique situation. For this local executives' opinion, local governments do not need to do all PSD by themselves because they can outsource for other organizations which have more skill and technology. Moreover, local government can coordinate with citizen and private sector who are professional and have high ability to do some PSD effectively.

5.7.9 Executive of the Private Sector, Miss Nadine Laovoravitaya

The position of the executive of public sector who was interview is General Manager of Centago group of company. The business of this company is about farm, agriculture, and frozen food that is the fourth biggest company in Thailand. She gives the information about PSD that impact directly to this company directly by the following

First, for her opinion, the central government should not decentralize or assign some workload that need specialists. For example, ISO which is the standard that has to work by person who has high skill of how to evaluate the environment and standard of industry. It's very important for her company to be approved by international standards. However, the staffs in local have no KSAOs to do them, so it causes staffs to ignore and focus on other project that benefit them.

Second, the persons who are specialist in some industries (talent pool) are difficult for recruitment and selection to work for local government. Most of these specialists should be placed at the central, because it is easy for private sectors to access for one stop service. It is not necessary to decentralize to waste cost and time for workload that they have no KSAOs and experience.

Finally, because of lacking ability to work, local staffs do not pay attention and return workload to central government, so the steps of working are unpractical and obstruct for business that need fast service for competition.

5.7.10 HR Manager from an Independent Organization Miss Patnalin Pansrida

From opinion of HR manager in this organization, the system or informal structure of PSD which is designed by central government are more modern than private sectors. The government has more budget than private sectors to research or hire the professional to design best practice to fit on workload. Many private sectors imitate the system of the government. However, the private sector looks like more successful than public sectors, because public sectors have many factors and situation that more sophisticated such as politics, huge organization, different responsibilities, etc. It the reason that both public and private sectors have to put the right system on the right time and situation

PSD staffs in public sectors need to improve their KSAOs because technology will replace some kinds of job. The more using technology, the less hiring. Thus, PSD staffs both public and private sectors have to raise their competency to work for the job which technology cannot replace.

5.8 Summary of the Analysis and a Discussion of the In-Depth Interviews

The opinion of the persons that were interviews can be classified according to 4 groups.

First are the executives of the city municipalities and the local governments that are large in size and have a lot of income.

Second are the executives of small local governments and general staff.

Third are the scholars, and fourth are the private and independent sectors.

The results from the research show that the information interviews with small local governments were compatible with the results of the questionnaires. The small-size local governments were the organizations that were close to and familiar with citizens more than others. They agreed that the systems designed by the central government were the best practice for PSD because they determined certain processes of working. In this way it is easy for staff to follow the process to achieve the goals effectively.

On the other hand, the executives from big-size and high-income governments did not approve of the systems or the informal structures that were set by the central government. They explained that each local government has a unique context, so the central government cannot understand the problems and details of the citizens' demands. The systems that were designed by the central government support the staff's working. They suggest that the central government decentralize authority, power, and responsibility so that the local government can make decisions. This means that only the local governments that have high income and benefits want to decentralize all PSD, including fiscal power.

Scholars will concentrate on future perspectives concerning the situations and problems that impact citizens' quality of life through PSD in the long term. This group attempts to suggest models for solving problems.

The opinions of the executives in the private and independent sectors indicated that local governments are not ready for sophisticated PSD. Some services need specialists or experts that have high and special skills for working. These kind of services should be centralized to reduce the processes of work that local governments cannot do because business sectors are competitive and need to work fast and effectively. Only unsophisticated PSD should be decentralized to local sectors. They agreed with the best practice systems designed by the central government that fit workloads. The central government always researches and studies to figure out the best systems that are aligned with PSD, so the achievement of PSD depends on the ability of the local governments to adjust the proper systems to their work.

5.9 The Combined Results of the Quantitative and Qualitative Study

Table 5.18 The Combined Results of the Quantitative and Qualitative Study

Factors	The Results of the Study
Formal Structure	The formal systems that are designed by the central government are best practices for PDS. However, it depends on the ability of each local government to adapt them to fit their workload, situation, and organizations.

Table 5.18 (Continued)

Factors	The Results of the Study
Informal Structure	Regarding the informal structure, leadership is the most important factors for PSD achievement and to increase the quality of citizens' lives.
Myth	Politics, patronage, and unpredictable situations impact directly PSD. In the Thai context, all of these are part of the Thai culture and wisdom that support PSD and increase the quality of citizens' lives. They are tools for the public sector to obtain trust and participation from the citizens and the private sector. Moreover, they cause public leaders and staff to be dedicated to work for citizens for voting to come back to work.
Personal Competency	Personal competency for PSD only effect on how fast and quality of PSD. The achievement of PSD depends on the informal structure or system that fits the organization, situation, and job description.
Work Competency	All work competencies are determined by the central government, so there are certain standards. Teamwork and coordination between routine and political staff are the most important factors for PSD achievement.
Organization Competency	Organizational competency counts for leadership. The best leadership will have the ability to motive the participation of staff, citizens, and the private sector to improve PSD effectiveness. According to the results of the study, the city municipalities which are successful in PSD always have executives that have a high level of trust and leadership.

CHAPTER 6

CONCLUSION AND SUGGESTION

6.1 The Research Summary

6.2 Research Discussion and Suggestions

6.3 Best Practice Model for PSD

6.4 Suggestions for Future Research

6.5 The Conclusion of the Dissertation Knowledge

This dissertation investigated the structure and competency of PSD staff in Thai city municipalities. The objectives of the study were the following:

- 1) to test the alignment of HRM structure and competency regarding citizen satisfaction with PSD
- 2) to study the differences between the HRM structure and the competency of high citizen satisfaction city municipalities and general city municipalities
- 3) to suggest a PSD best practice model for the Thai context

The population of this research was composed of 280 persons, leaders and PSD staff, and 447 citizens that used PSD from eight city municipalities (out of a total of 30). The selection was arrived at from random sampling of the city municipalities in four parts of Thailand.

There were five parts of the analysis.

- 1) General information about PSD leaders and staff
- 2) The HR structure and competency information about PSD leaders and staff
- 3) Information concerning citizen satisfaction
- 4) The quantitative results
- 5) The qualitative results regarding the Thai PSD model for the future and the present

6.1 Research Summary

The relationship between HRM structure and citizen satisfaction regarding PSD showed that the most impacting structure was the informal structure (leadership), then myth, and finally the formal structure. The variables have medium positive level of relationship.

Thus, the assumption that HRM structure has a medium positive relationship with PSD effectiveness was accepted.

The results of the relationship between PSD competency and citizen satisfaction in PSD showed that the most impacting competency with the highest level was personnel competency ($r=0.468$), then organization competency and work competency for as last. Personnel and organization competency showed a medium positive level of relationship, but work competency has a low positive level of relationship.

Thus, the hypothesis that all levels of competencies have a positive relationship with PSD effectiveness was accepted.

6.1.1 The Analysis of the Different HRM Structures and Competency between the City Municipalities Having High Citizen Satisfaction and General City Municipalities

The results of the research found that HRM structure and competency regarding city municipalities that have high citizen satisfaction difference from general city municipalities by significance = 0.01. In terms of the HRM structure, formal structure, informal structure, and myth of high citizen satisfaction city municipalities are different from general City Municipalities by the significance as 0.01.

The research results showed that the competencies of high citizen satisfaction city municipalities difference from general city municipalities by having significance as 0.01.

6.1.2 The Result of the Study Show the Difference in HRM Structure and Competency between the HPWS City Municipalities and General City Municipalities as Shown in Table 6.1 below.

Table 6.1 The Difference between High Citizen satisfaction and General City Municipalities

Factors	The Difference between High Citizen Satisfaction City Municipalities
1) Formal Structure	The high citizen satisfaction city municipalities work strictly and clearly by rules, regulations, hierarchy, span of control, decision-making and responsibility more than general city municipalities. Moreover, the high citizen satisfaction city municipalities have a process of recruitment and selection that concentrates on the professional skill of public service delivery.
2) Informal Structure	The high citizen satisfaction city municipalities have high skills in leadership, so the leaders have more vision and coach their staff very closely about how to work effectively.
3) Myth	The high citizen satisfaction city municipalities are impacted by politics, economics, and social context in PSD more than general city municipalities.
4) Personnel Competency	High citizen satisfaction city municipalities have more potential regarding planning and coaching, have continuous development and training, and have high KSAOs in human capital for work than general city municipalities. The most important is the staffs of the city municipalities that have high citizen satisfaction being satisfy in their job more than the general ones.

Table 6.1 (Continued)

Factors	The Difference between High Citizen Satisfaction City Municipalities
5) Work Competency	The city municipalities that have high citizen satisfaction always create new strategies for working, improve their working methods, and have high potential in teamwork and participation of staff both inside and outside teamwork.
6) Organization Competency	The city municipalities that have high citizen satisfaction have a higher level of understanding in the unique contexts of their organization than the general city municipalities. They can work faster, have more accountability, and are clear about their responsibilities. The most significant factor is that The city municipalities that have high citizen satisfaction have more participation from citizens and the private sector than the general city municipalities.

6.2 Research Discussion

6.2.1 Quantitative Research Discussion

1) SHRM should be applied to adjust HRM structure and competency in PSD to fit the workload and bring out the highest potential of human capital to improve PSD. All HRM and HRD process have to be improved, although the level of citizen satisfaction was high, because they were medium high, not at the highest level. Moreover, policies and laws have to be obvious and aligned with the organization's goals.

2) The result of the research showed that the level of personal competency was higher than work competency. This means that the organizations having high potential staff, but they cannot bring out all of their competency for working.

3) Most of the citizen had a medium satisfaction level in PSD. The highest satisfaction was that the staff was polite and provided service equally. However, the staff should improve service suggestions, work transparency, and good attitudes for working in PSD.

6.2.2 Qualitative Research Discussion

Thailand is one of many countries that will have a high ageing citizen structure. This situation will impact the workforce structure, where the workforce will be diminished and there will be more elderly. While the demand of PSD is increasing, the incomes of the whole country are reducing.

Therefore, Thailand has to go through the same situation as Australia, which has low incomes, but high demand for quality in PSD. The lack of balance between incomes and the expenses of the government is an emergency problem for which the Thai government has to have strategies that can increase the quality of PSD by spending less money. That strategy seems to be impossible, but Australia has been able to do it with success. The literature review in chapter 2 showed the new trend of PSD and identified that a new model of PSD was needed to reduce resources, expenses, and workforces by using technology and participation from the private sector and citizens.

The changing of international standard and Thai PSD have caused the HRM structures and competencies to be changed to fit the new contexts of PSD in each local unit.

However, Thailand has to be careful about the following:

- 1) Thailand has to avoid using international concepts, knowledge, and principles without understanding and adjusting the Thai unique contexts.
- 2) Sustainable development requires the participation of all parts of society.
- 3) The changes should make Thailand better without ruining traditional wisdom and culture.
- 4) Before creating change, Thailand must prepare and test to find out the best practice that will flourish in the Thai context.

Therefore, in this part of the dissertation, the researcher applies knowledge from this research, such as New PSD, HRM structure and competency, and PSD decentralization to local government, SHRM, the HPWS, and comparative study to suggest best practice models for Thai PSD (Table 6.2).

Table 6.2 The Comparative Study between International and Thai PSD Best Practices

PSD	International Best Practice of PSD	Thailand
Citizen Center Service	Citizen center service is a concept that concentrates on the citizen's need more than central government structure. Thus, citizen center service will adjust PSD to fit local contexts and classify groups of citizens for putting the right PSD to the right groups. It reduce budget and resources. Moreover, citizen center service uses to databases that keep all information of the citizen and link them to the networks both inside and outside the public sector, so it is convenient for the citizen to know and access the services that they have.	In Thailand, PSD systems are determined by the central government without classifying groups of citizens for PSD needs. Moreover, the citizen's database does not have strong networks to link information to support the whole system of PSD. This makes it difficult for the public sector to have information to classify groups of citizens, so this is the reason that Thai PSD cannot put the right services to the right groups of citizens and wastes a lot of money on the wrong targets.
Choice and Access	Choice and access is a concept that gives many options for citizens to access services equally and conveniently. It can motivate the participation and communication of citizen regarding PSD. This kind of PSD means that the citizen can access services by itself, while the public sector can reduce costs and increase the quality of services.	Compared with best practices for international PSD, Thailand still has few options for reaching PSD. Some groups of citizens have less opportunity to access PSD; for example, the groups that can access e-government are the groups in the areas that have Internet and most people access PSD by connecting directly to

Table 6.2 (Continued)

PSD	International Best Practice of PSD	Thailand
		PSD offices. Thus, Thailand should increase options for all groups to reach PSD equally.
Accessibility for Persons with Disability	Because handicapped people have increased much more than before, the public sector has to be aware of how this group can access PSD by itself without depending on others. This group is the first priority for PSD.	Thailand has just begun to pay attention to this group. However, if compared with the countries that have high standards in PSD, Thailand has few PSDs for this group.
Service Delivery Professional	High standard PSD has to have professional staff that understand each kind of PSD diversity. Thus, the public sector has to design the process of HR strategies to attract persons who have KSAOs for PSD. For example, Australia and Canada have special organizations that have responsibility for improving and solving the problems of PSD staff.	In Thailand, the standards and policies of the HRM process are determined by the central government. The contexts of each kind of PSD are unique and different, so the central government cannot use one standard for all kinds of PSDs or for all local governments. Thailand needs to design HRM strategies, such as recruitment, selection, training, etc., that can attract professional groups for PSD and support how to work on PSD.
Integrate Citizen Information	High quality PSD always has databases that have all information about PSD and the citizen and link all of this information together to use it to support PSD. Moreover, databases can help to reduce the cost of collecting the	In Thailand, most public sectors have their own database but they are not linked to each other. For this reason, not all information that each organization has can be applied effectively and a lot of

Table 6.2 (Continued)

PSD	International Best Practice of PSD	Thailand
	information that already exists and to make the citizen comfortable in accessing PSD by itself.	money is wasted collecting the information that other public organizations already have.
Identity Management	Identity management is the PSD that classifies groups of citizens by different basic needs. This kind of PSD helps to put the right service to the right group and reduces waste of resources. Each group has to register which type of benefit it has.	Thailand needs to classify groups of citizens for PSD, so that budgets can be applied practically.
Collaboration and Partnership	Collaboration and partnership is the PSD that supports the participation of the public sector to be part of services and to solve problems. Moreover, in order to increase the effectiveness of PSD teamwork, all information should be linked inside, outside, and internationally in order to have a network for whole system.	Thailand should attract the private sector for working in PSD that public sectors do not need to waste time to do them. Some kinds of PSD where the private sector has more skill in working should be given to that sector. The public sector then can outsource the workload that is not so important and do only the workload that solves problems, improves PSD, and creates strategies to serve the citizen.
Citizen Engagement	Citizen engagement for PSD is very important. If the citizen feels trust and participates in PSD, it will help the public sector provide useful information and suggestions for solving problems and improving the quality of PSD.	Thailand has little citizen participation, so it should pay attention much more to this. There are many ways to bring about participation, such as using social media, e-government, mass media, etc.

Table 6.2 (Continued)

PSD	International Best Practice of PSD	Thailand
Accountability and Good Governance	For the public sector, all of the responsibilities are for improving the quality of the people's lives, so ethics, accountability, and investigation are very important to bring about transparency and trust. Participation by the citizen and the private sector cannot take place without trust.	Thailand is confronting many problems concerning PSD because the NPA uses business management to manage the public sector without adjusting to fit the public sector. For this reason, there are many problems such as policy corruption, conflicts of interest, and all kinds of corruption, so the principle of good governance has been initiated to fix the problems. Good governance is the principle that aligns business principles with Thai PSD. Thus, good governance principles are very significant for Thailand to bring about highly effective PSD for the citizen.

6.3 Best Practice Model for PSD

6.3.1 The First Model

1) SHRM for improving the quality level of Thai PSD in local government

SHRM is important knowledge for developing the quality of PSD to be a HPWS. First, recruitment and selection strategies should be designed to attract a workforce that has KSAOs determined by the diverse contexts of PSD, such as type of job, different situations, environments, cultures and so on for the special demands of each local PSD. The same standard or strategy cannot be used for all local PSD.

Moreover, the recruitment supposes to be approach strategies that have both future and present manpower planning. These approach strategies will help to identify the competency of the workforce that local PSD needs. However, the most important thing in terms of the recruitment strategy is to attract and motivate talented individuals to work for local PSD, so it is necessary to create the reputation of the PSD by promising career paths and good opportunities for career promotion.

2) Second, training strategies have to support and prepare the staff KSAOs. These training programs have to be designed to fit the different kinds of PSD. The information from the qualitative research showed that PSD staff and leaders realize that training is very important to improve KSAOs, and on the other hand, the information from the qualitative research found that training programs seem to be a burden that wastes staff time in doing its job. Moreover, according to the in-depth interviews, training seems to be hard work that obstructs career path promotion because the central government determines that the PSD staff has to train if the individuals that comprise it want to be promoted, but the training program is not involved with their job. This is the reason why the PSD staff in the city municipalities has a bad attitude towards training.

How to fix this problem is that all levels of leaders should have a good attitude toward training, give priority to training, and motivate all staff members to know how important training programs are. If the leaders do not pay attention to training, none of the staff will realize that training is valuable.

3) Retention strategies should concentrate on commitment.

Commitment has to be realized—from recruitment to the improvement process. The PSD staff that live in the local area where they work always have commitment to their place, because they are stakeholders of local benefits, so this group will protect and increase the benefits of their local areas. Additionally, commitment can take place in a happy workplace that offers opportunity for one's career path, a good atmosphere in the office, and high-quality teamwork, so the leaders of the city municipalities should make this happen in the city municipality and local government.

Thus, SHRM is a tool designed for the unique recruitment, selection, improvement, and retention for each PSD in different local units to fit different circumstances and responsibility levels. It brings about precious human capital in PSD and supports Thai PSD to be at a HPWS level.

6.3.2 The Second Model

PSD in the local government should be separated according to the ability to deal with the workload, because the competency of work in PSD of each local unit is different. It is important to estimate what the level of each local government is, and assign the workload according to the level of competency.

Therefore, the central government has the responsibility to classify the PSD level of all types of local governments and assign different levels of workloads to local units to solve recurring workload problems.

6.3.3 The Third Model

Classifying groups of people to put the right PSD in the right group needs to be the main issue of PSD, because this will help the public sector spend money and resources effectively.

For example regarding free busing for low-income citizens in Thailand, all groups of people can use this PSD without any screening, so the budget was used for the wrong objectives. The elderly group needs more healthcare PSD than the young group, but the young group needs education PSD more than the elderly group, etc. If we classify groups of people in this way, the government can save money and use it for the right mission.

6.3.4 The Fourth Model

Using technology for choosing how to access PSD can help to reduce a lot of expenses. For example, if the PSD has a strong information center for citizens, the government can classify groups of people to identify the PSD of each group. PSD management can do so easily, save time and resources, and replace many staff workers with technology. E-government is an irresistible power for future changing models of PSD. Moreover, the media are used to communicating directly from the executives to citizens and help PSD staff to have enough time for improving their KSAOs to be a professional workforce that has the same or greater quality than that of the private sector.

6.3.5 The Fifth Model for Improving PSD

If the executives can motivate the private sector and the citizen to participate in PSD, professional staffs can reach the demands and problems of the citizen very quickly and effectively. It is not necessary for the government to do all PSD, because for some kinds of jobs the private sector has more potential to work than the government. Thus, some PSD should be outsourced to the private sector (Figure 6.1).

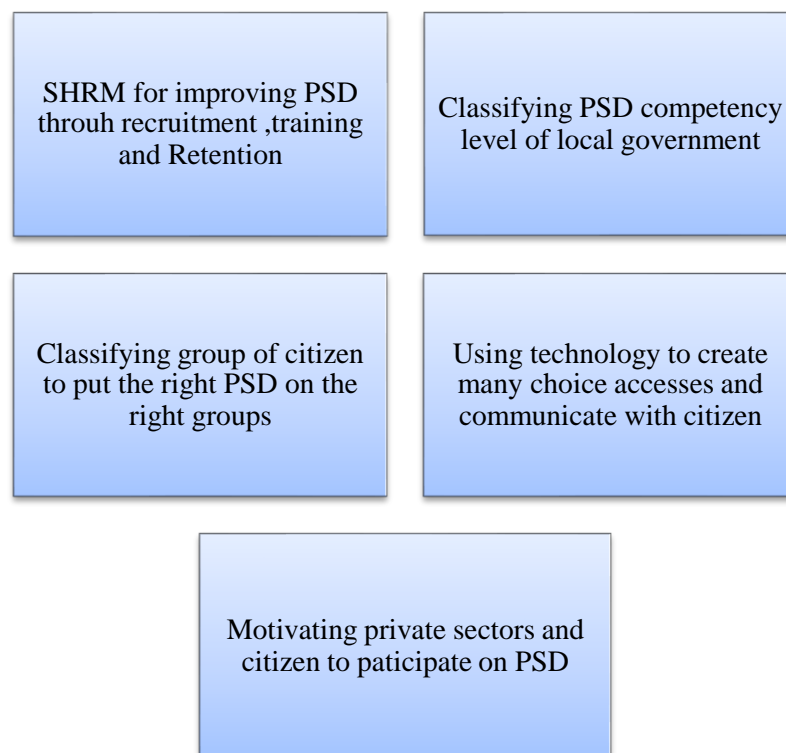


Figure 6.1 The Conclusion of the Model for Improving Thai PSD

Thus, all of the knowledge from this research concentrates on how to improve PSD in Thai local government by having a HPWS to support sustainable development in Thailand.

6.4 Suggestions for Future Research

- 1) Future research should study other types of Thai local governments in HRM structures and competencies for PSD.
- 2) For improving PSD knowledge, future research should study the private sector and organizations that have more sophisticated systems.

6.5 The Conclusion of the Dissertation Suggestion

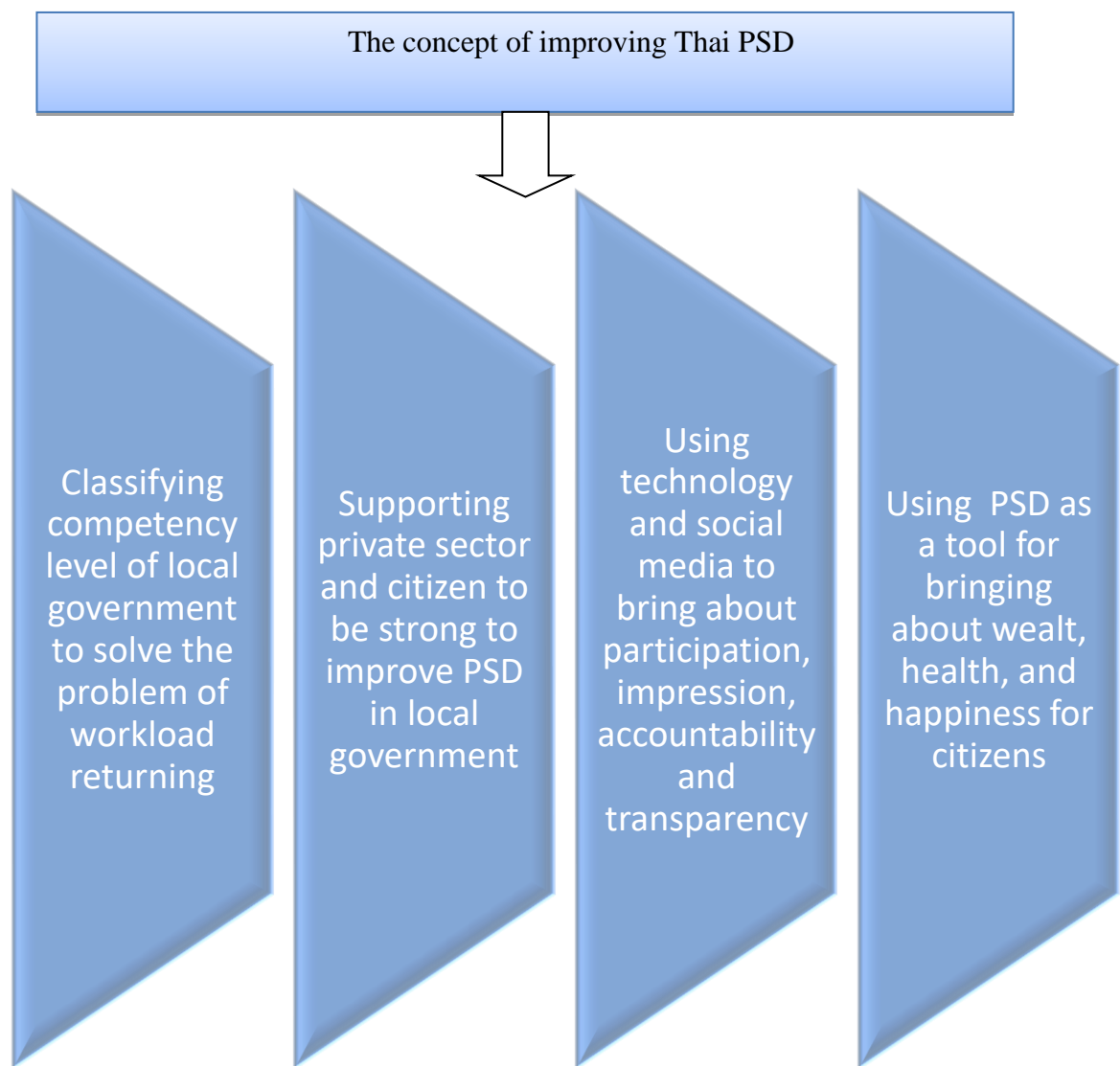


Figure 6.2 The Conclusion of the Dissertation

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APPENDICES



APPENDIX A

LIST OF CITY MUNICIPALITIES IN THAILAND

No.	Name of City	Name of the City Municipality	Symbol	Province	Area of Square Kilometers	Number of Population in 2557(2014)	Population Density (Persons/Square Kilometer)	Approving Date
1	Bangkok	Bangkok		—	1,568.74	5,692,284	3,628.57	Dec 14, 2515(1972)
2	Nonthaburi	<u>Nonthaburi</u>		<u>Nonthaburi</u>	38.90	256,190	6,585.86	Seb 25, 2538(1995)
3	Pakkret	<u>Pakkret</u>		Nonthaburi	36.04	184,501	5,119.34	Apr 20, 2543(2000)
4	Hadyai	<u>Hadyai</u>		<u>Songkhla</u>	21.00	159,130	7,577.62	Sep 25, 2538(1995)
5	Nakorn Rajasrima	Nakorn Rajasrima		Nakorn Rajasrima	37.50	134,440	3,585.07	Seb 25, 2538(1995)
6	Udon Thani	Udon Thani		<u>Udon</u> Thani	47.70	133,429	2,797.25	Seb 25, 2538(1995)
7	Chaingmai	Chaingmai		Chaingmai	40.22	132,634	3,297.71	Apr 1, 2479(1936)

No.	Name of City	Name of the City Municipality	Symbol	Province	Area of Square Kilometers	Number of Population in 2557(2014)	Population Density (Persons/Square Kilometer)	Approving Date
8	Surachthani	Surachthani		Surachthani	68.97	128,622	1,864.90	May 4, 2550(2007)
9	ChaoPrayaSurasak	ChaoPrayaSurasak		Cholburi	276.98	119,007	429.66	May 1,2556(2013)
10	Khonkean	Khonkean		Khonkean	46.00	115,928	2,520.17	Sep 25, 2538(1995)
11	Pattaya	<u>Pattaya</u>		<u>Cholburi</u>	53.44	113,667	2,127.00	Nov 29,2531(1988)
12	Nakornsrihammarach	Nakornsrihammarach		Nakornsrihammarach	22.56	106,322	4,712.85	Oct 8,2530(1987)
13	Nakornsawal	Nakornsawal		Nakornsawal	27.87	86,439	3,101.51	Sep 25, 2538(1995)
14	Rangsit	<u>Rangsit</u>		<u>Pathoomthani</u>	20.80	79,319	3,813.41	Apr 29,2554(2011)
15	Ubolrachathani	<u>Ubolrachathani</u>		<u>Ubolrachathani</u>	29.04	79,023	2,721.18	May7, 2542(1999)

No.	Name of City	Name of the City Municipality	Symbol	Province	Area of Square Kilometers	Number of Population in 2557(2014)	Population Density (Persons/Square Kilometer)	Approving Date
16	Nakornpathom	Nakornpathom		Nakornpathom	19.85	78,780	3,968.77	Nov11,2542(1999)
17	Lhamchabung	Lhamchabung		Cholburi	88.59	77,798	878.18	Mar24, 2553(2010)
18	Phuket	Phuket		Phuket	12.00	77,610	6,467.50	Feb13, 2547(2004)
19	Pisanulok	Pisanulok		Pisanulok	18.26	70,871	3,881.22	Mar9, 2542(1999)
20	Chiangrai	Chiangrai		Chiangrai	60.85	70,610	1,160.39	Feb13, 2547(2004)
21	Songkhla	Songkhla		Songkhla	9.27	67,154	7,244.23	Nov11, 2542(1999)
22	KhoSamui	KhoSamui		Surachthani	252.00	63,592	252.35	Sep14, 2555(2012)
23	Rayong	<u>Rayong</u>		Rayong	16.95	61,902	3,652.04	Nov11, 2542(1999)
24	Yala	<u>Yala</u>		<u>Yala</u>	19.00	61,250	3,223.68	Sep25, 2538(1995)

No.	Name of City	Name of the City Municipality	Symbol	Province	Area of Square Kilometers	Number of Population in 2557(2014)	Population Density (Persons/Square Kilometer)	Approving Date
25	Trang	<u>Trang</u>		<u>Trang</u>	14.77	60,591	4,102.30	Nov11, 2542(1999)
26	Samutsakorn	<u>Samutsakorn</u>		<u>Samutsakorn</u>	10.33	60,103	5,818.30	Nov11, 2542(1999)
27	Lampang	<u>Lampang</u>		<u>Lampang</u>	22.17	55,044	2,482.81	Nov11, 2542(1999)
28	Sakolnakorn	<u>Sakolnakorn</u>		<u>Sakolnakorn</u>	54.54	53,618	983.09	Mar8, 2555(2012)
29	Ayutthaya	<u>Ayutthaya</u>		<u>Ayutthaya</u>	14.84	52,952	3,568.19	Dec16, 2542(1999)
30	Aom-Noi	Aom-Noi		Samutsakorn	30.40	52,457	1,725.56	Nov11, 2553(2010)
31	Samutprakarn	<u>Samutprakarn</u>		<u>Samutprakarn</u>	7.33	51,309	6,999.86	Mar24, 2542(1999)
32	Maesod	<u>Maesod</u>		<u>Tak</u>	27.20	31,530[# 3]	1,159.19	Jan28, 2553(2010)

APPENDIX B

QUESTIONNAIRE

QUESTIONNAIRE NO.1: FOR LEADERS AND STAFF

There are 5 parts of this questionnaires

Part 1 The Generation Information of Leaders and Staff

Part 2-3 Having five levels to answer

5 = Highest

4 = High

3 = Medium

2 = Low

1 = Lowest

Part 4 Yes/No Questions

Part 5 The Additional Information and Suggestions

Part 1 The Generation Information of Leaders and Staff

1. Gender MaleFemale
2. Age _____ Year
3. Education <input type="checkbox"/> Below a Bachelor's <input type="checkbox"/> Bachelor Degree <input type="checkbox"/> Master Degree <input type="checkbox"/> Doctoral Degree <input type="checkbox"/> Other_____
4. Division <input type="checkbox"/> The office of city municipal clerk <input type="checkbox"/> The division of technical promotion <input type="checkbox"/> The division of water supply <input type="checkbox"/> The division of finance <input type="checkbox"/> The division of public health <input type="checkbox"/> The division of education <input type="checkbox"/> Other.....
5. Current Position _____
6. Work Period at this city municipality _____ Years

Part 2 The Questionnaire about HRM Structure, Competency, and Effectiveness

No.	Items	Low				Highest
		1	2	3	4	5
	The Formal Structure					
1.	The staff in city municipal have enough for workload					
2.	The hierarchy and responsibility is obviously					
3.	The recruitment and selection can attract high quality staff for PSD					
4.	The operation is strictly under transparent guideline					
5.	The decision making is strictly under transparent guideline					
6.	The retention system, like compensation, working environment and benefit, has high quality for supporting staff to work effectively					
7.	The career path is promising					
8.	The promotion depends on working competency and performance.					
9.	The working strategies are always adjusted and improved.					
10.	The staff very strict in law and regulation.					
11.	The high executive encourages staff to create the new strategy to deal with problems.					
12.	The high executive prioritizes on good relationship in teamwork.					
13.	The executive has vision, strategy and leadership for supporting PSD.					
14.	The executive advice and suggest staff about working.					

No.	Items	Low				Highest
		1	2	3	4	5
15.	The high executives dare to make decision and motivate staff to make decision.					
16.	The executives are proactive and reasonable for working.					
17.	The executives focus on work achievement.					
18.	The executives coordinate and control on staff's operation.					
19.	The executive open for staff to participate on decision making and suggestion					
20.	The executive have different strategies to deal with working problems and situation					
21.	The executives and leaders function as mentors for working					
22.	The executive pay attention on staff's benefit and impartially.					
23.	The executives pay attention on determine mission and goal together.					
24.	The executive motivate staff to concern about challenging and important situation.					
25.	The high executives have ethics.					
26.	The executives are enthusiastic on staff's working performance					
	Myths					
27.	Politics, Economics, and Social effect on PSD.					
28.	The working environment is unstable and dynamic.					
29	The politics and invisible power effect on staff's working					

Part 3 About the City Municipal Competencies

No.	Items	Low				Highest
		1	2	3	4	5
	Personal Competency					
1.	The staff have KSAOs for working					
2.	The staff have working satisfaction.					
3.	The staff have training system to improve KSAOs continuously.					
4.	The organization has mentor system to guide and suggest how to work.					
5.	The staff have plan for working					
	Working Competency					
6.	Compared with other city municipalities, the staff have higher KSAOs.					
7.	The staff are professional for working					
8.	The staff is learning to improve their KSAOs all the time.					
9.	The staffs always create the innovation for working.					
10.	The level of helping each other in the division.					
11.	The level of helping across divisions.					
12.	The staff has commitment in city municipal.					
13.	The staff understands the process and work effectively.					
14.	The staff motivate each other to suggest for improving PSD					
15.	The staff always creates PSD innovation.					
	Organization Competency					
16.	The city municipality is successful to improve PSD for citizen.					

No.	Items	Low				Highest
		1	2	3	4	5
17.	The city municipality focuses on social responsibility.					
18.	There are enough information and tools for working effectively					
19.	There is database to connect across division and organizations					
20.	The city municipality opens for population participation.					
21.	The city municipalities open and hire for private sectors to work for PSD.					
22.	There are systems or options for handicap to access PSD.					
23.	The staff is professional and has good attitude for working in PSD.					
24.	The city municipality services the population equally and thoroughly.					
25.	The staff understands working context and environment.					
26.	The staff has transparency for working					
27.	The staff has obvious responsibility and accountability.					
28.	The city municipality service and access very quickly.					

Part 4 Yes/No Questions

No.	Items	Yes	No
1.	There are petition and solving problems in the city municipality		
2.	The city municipality pay attention to create innovation		
3.	The city municipality has flexible working system for staff.		
4.	The city municipality has the system to support the participation for decision making.		
5.	The city municipal has rotation system for working.		
6.	There are team works both inside and across divisions.		
7.	The city municipal open for staff to determine vision, mission, and goals.		
8.	There is KM system for improving PSD.		
9.	The leaders and staff determine goal and process together.		
10.	The KSAOs staff has more opportunity to promote.		
11.	The training system is cover for working effectively and continuously.		
12.	performance appraisal.		
13.	The promotion, reward, and compensation system are impartial.		

Part 5 The Additional Information and Suggestions

1. The name of citimunicipality _____
2. Period approved to be city municipality _____ Years
3. Full time staff _____ persons
4. Turnover rate per year _____

Additional Information and Suggestions

The Address for Sending the Result of Research Study

QUESTIONNAIRE NO.2: FOR POPULATION WHO COME USE THE SERVICES

There are 3 parts of this questionnaire

Part 1 The General Information of Population

Part 2 Having five levels to answer

5 = Highest

4 = High

3 = Medium

2 = Low

1 = Lowest

Part 3 The Additional Information and Suggestions

Part 1 The General Information of Population

1. Gender MaleFemale
2. Age _____ Years
3. Education <input type="checkbox"/> Below a Bachelor's <input type="checkbox"/> Bachelor Degree <input type="checkbox"/> Master Degree <input type="checkbox"/> Doctoral Degree <input type="checkbox"/> Other_____
4. Division <input type="checkbox"/> The office of city municipal clerk <input type="checkbox"/> The division of technical promotion <input type="checkbox"/> The division of water supply <input type="checkbox"/> The division of finance <input type="checkbox"/> The division of public health <input type="checkbox"/> The division of education <input type="checkbox"/> Other.....
5. The frequency for using the services per year.....

Part 2 Having Five Levels to Answer

5 = Highest

4 = High

3 = Medium

2 = Low

1 = Lowest

No.	Items	Low				Highest
		1	2	3	4	5
1.	The staff communicates clearly.					
2.	The staff works quickly.					
3.	The staff services impartially and politely					
4.	The staff takes care and pays attention for service.					
5.	The staff has few mistake for working					
6.	The staff suggests how about service.					
7.	The staff responds to solve the problems of population.					
8.	The city municipal is successful to service population.					
9.	The Staff has social responsibility					
10.	The staff has transparency for working.					
11.	The staffs has ethic for working.					

Part 3 The Additional Information and Suggestions

BIOGRAPHY

NAME

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ACADEMIC BACKGROUND

Bachelor of Arts in Political Science (Public
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