THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES IN PROMOTING GOOD GOVERNANCE IN THE THAI CIVIL SERVICE

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A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Development Administration)
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ABSTRACT

Title of Dissertation	THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES IN PROMOTING GOOD GOVERNANCE IN THE THAI CIVIL SERVICE
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The main purpose of this study was to 1) examine the influence of human resource management practices on good governance in the Thai civil service 2) examine human resource management practices that relate to good governance in the Thai civil service, 3) understand the casual relationship that HRM practices have towards good governance in the Thai civil service and 4) understand the mediation role of ethics management and ethical culture that pass the relationship from HRM practices to good governance in the Thai civil service. The instrument for data collection was a structured questionnaire titled: the role of HRM practices in promoting good governance in the Thai civil service modeled on a 5 point rating scale. Cronbach Alpha was used to determine the internal consistency of the questionnaire items. The reliability index of the instrument was 0.98. An analysis was performed on the data of 400 participants who are civil servants from 20 ministries selected by stratified random sampling method. The Confirmatory Factor Analysis, path analysis with AMOS, and the PROCESS Macro for testing the serial multiple mediators were used in this research. The interview methods were also applied for qualitative data gathering.

The findings of this research revealed that the HRM practices in the Thai civil service of 4 dimensions which are recruitment and selection, compensation and rewards, training and development and law and discipline were in accordance with empirical data. The level of perception of good governance in the Thai civil service is high and consistent with empirical data. Model of relationship between casual factors and good governance in the Thai civil service could be able to explain 74% of variance of good governance. The highest direct effect variables were ethical culture, followed by training and development and law and discipline and the direct effects sizes were 0.55, 0.29 and

0.16 respectively. Recruitment and selection and compensation and rewards revealed no association to good governance. Ethics management and ethical culture were found to significantly and partially mediate the relationship between the training and development to good governance and they also partially mediate the relationship of law and discipline towards the good governance in the Thai civil service.

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CHAPTER 1

INTRODUCTION

The role of Human Resources Management (HRM) have evolved over time from employee administration to the modern role of strategic development which focuses more on employee motivation, engagement, retention and employee job satisfaction. HRM functions are currently emphasizing social responsibilities which involve both employee and stakeholders' interests and satisfaction. It is undeniable that HRM is a crucial factor in creating organizational sustainability. Moreover, the HRM system plays a significant role in enhancing the performance of organizations in their economic, social and environmental aspects (Jabbour & Santos, 2008). It also enhances the organizations' performance and increases profitability while lowering the turnover rates of employees (Paauwe & Boselie, 2005). The fact that many organizations adopt more strategic approaches to managing human resources confirms that human resources play a vital part in sustaining the performance of organizations. Thus, there has recently been growing awareness of the contribution of HRM to good governance which can effectively sustain the development and performance of organizations.

The predominance of good governance significantly contributes to organizational sustainability which has become one of the most important facts for organizational success. HRM functions need to be analysed to see how they create or enhance good corporate governance. However, the relationship between HRM and good corporate governance has been little studied and explored especially in the public sectors where the problems of poor governance has been clearly observed and reported. The effectiveness of HRM that helps promote good governance practices in the public sector is a current concern and has become a significant area of civil service research. The study of the association between HRM and good governance can improve the civil service and further the in-depth study of HRM.

Good governance has over time become an institutional assessment criterion. So, the general terms and concepts of good governance have been developed by many multilateral institutions. The UNDP (United Nations Development Programme) (1999) had translated the characteristics of good governance into 8 important elements which are: (1) Consensus Oriented, (2) Participation (3) Responsibility and Accountability, (4) Responsiveness (5) Transparency, (6) Effectiveness and Efficiency, (7) Rule of law and (8) Equity and Inclusiveness.

Although the elements of good governance are strongly associated with the policy and the practices of human resource management, research and study in this area has been limited and negligible. The study of the role of HRM in civil service needs to be focused on the specific characteristics of civil service work and functions which are different from those of the private sector. The target of civil service work is to manage the public interest for the sake of society and the community. Civil servants and all public employees have to serve the needs of the people and to help the government to implement their policies for the benefit of the whole country (Garafalo & Gueras, 1999). Therefore, HRM practices in the public sector should follow the principles of good governance in order to avoid any errors and mistakes in public organization management such as the problems of corruption, the abuse of power, the conflict of interests and the breach of statutory duty, etc.

HRM practices in the civil service should try to make civil servants role models of morality or moral agents because the society expects a high standard of morality from civil servants. The principals and the characteristics of ethical values have been integrated in HRM policies and practices. In the case of Thailand, the Civil Service Act of 2008 raised the awareness of good governance by accentuating the merit system and ethical values for civil servants. For example: the recruitment and selection process of public personnel should be based on the principles of fairness, equity and performance. HRM in the civil service must focus on the effectiveness and the end-results of work, ensuring fair and equal treatment for all. In addition, the transparency of civil service procedures and operations should be taken into consideration. The clarity of information and the transparency of the promotion process or any other benefits of civil servants should be carried out equitably. The relationship of officials to any political party should not be taken into account.

In conclusion, this latest Civil Service Act of 2008 which sets out the standard regulations for all HRM practices and policies particularly emphasizes ethical values in order to achieve good governance in Thai public sector.

The issue of ethical values, morality and ethics has become more and more complicated in our globalized era. One of the most important goals of HRM practices is to constitute the benchmark of fairness in all treatments and functions to achieve good governance in public sector. This study will investigate how HRM practices can facilitate good governance and how HRM practices can provide clear guidance on actions that lead to good governance in civil service. This study will also explore ethics management and ethical culture in the Thai civil service which can be the framework that allows HRM practices to achieve good governance.

1.1 Significance of problem

The government of Thailand has drawn up a 20-year national strategic plan to bring about people-centred national reform and aims to achieve a stable democracy and sustainable development. The Office of the Civil Service Commission has thus developed a 20 year-strategic plan to transform the Thai civil service into a first-class civil service, focusing on the decentralization of human resource management systems to governmental departments and encouraging high-quality human resource management in the civil service. This will promote integrity and dedication in career civil servants. It is apparent that the policy of civil service human resource management is a key mechanism that ensures good governance.

Human resource practices play a significant role in encouraging the evolution and reform of the Thai Civil Service, as they promote e good governance. It can be said that civil service human resource practices are both strategic and operational factors that enhance the values and the concepts of transparency, accountability and improvement, which in turn reflects the principles of good governance. The most important issue is the impact of civil service human resource practices in creating and supporting good governance in Thai civil service.

1.2 Research questions

- What are the relationships between human resource practices and good governance in the Thai civil service?
- What are the underlying mechanisms that explain these relationships?
- Why HRM practices can support good governance in the Thai civil service?
- How can ethics management and ethical culture have an impact on good governance practices in the Thai civil service?

1.3 Research objectives

The research study is aimed at analysing human resource management practices in enhancing the good governance of governmental agencies in Thailand. In this study, "Good Governance" is considered to be the government's capacity to take care of its responsibilities in an effective, transparent, accountable, responsible, and just manner. The research study has following objectives:

1) To find out what HRM practices can enhance good governance in Thai civil service

2) To examine what HRM practices relate to the good governance of government agencies.

3) To understand the casual relationship that HRM practices have towards the good governance of government agencies.

4) To understand the mediation role of ethics management and ethical culture in establishing the relationship between HRM practices and good governance.

1.4 Scope of the Study

This study is designed to analyse the relationship between civil service human resource practices and good governance of government agencies in the Thai civil service. The civil service human resource management practices that will be studied are in the area of selection and recruitment, compensation and rewards, training and development and law and discipline. The study aims to explain the relationship between civil service human resource practices and good governance.

As the Office of Civil Service Commission (OCSC) of Thailand plays significant roles in terms of civil service human resource policy and strategy development in line with the Civil Service Act (2008), the human resource management practices in Thai civil service will be explored to understand whether they can create and enhance good governance. The ethics management and the ethical culture in the Thai civil service will also be studied to understand to what extent they can affect good governance in the Thai civil service. The scope of the study comprises civil servants from 20 ministries.

1.5 Benefits of the study

The outcome of the research will be useful to the Thai civil service regarding the contribution of public HRM policy towards good governance. The results obtained from this research will be beneficial for the OCSC (Office of the Civil Service Commission) of Thailand to develop an ethics mechanism in civil service human resource policy that can promote good governance. The study results obtained from the research will also provide useful guidance for public human resource policy makers in improving the ethical foundation of human resource policy in the civil service. In general, civil service human resource policies and practices have a crucial potential and generate valuable opportunities to exercise an influence on the governance and management. However, ethical values for human resource policies must be analysed to create and maintain good governance through human resource management policies in the civil service.

1.6 Methodology

This study will use both primary and secondary data in order to better understand the implementation of HRM practices and their relationship to good governance. A mixed methods research design will be used to answer the research questions. This will allow us to obtain the most reliable and comprehensive answers in every dimension. The questionnaires will be sent to government departments in order to collect primary data. A questionnaire is a convenient and reliable way of

gathering primary data as it is capable of collecting opinions and information, from a wide variety of sources. Open-ended questions, multiple choice and scaling questions will be applied. Civil servants from 20 ministries will be respondents. In addition, secondary sources of data such as journals, academic articles, government policies, regulations and acts will be used to analyse the association between HRM practices and good governance in the Thai civil service. Moreover, the experience of researchers such as human resource officers of the OCSC will also be employed. The Confirmatory Factor Analysis, path analysis with AMOS, and the PROCESS Macro that is used to test the serial multiple mediators are used in this research. The interview methods will be applied for qualitative data gathering.

1.7 Organization of the paper

This research paper will be divided into five chapters. Chapter 1 explains the background information and the statement of the problem. It determines the objectives and research questions, the scope of the study, the research methodology, and limitations of research. The conceptual framework and the operational definitions will be clarified in chapter 2. The related literature, the mainstream concepts of HRM practices, good governance and ethics management and ethical culture will also be justified in chapter 2. Chapter 3 emphasizes the research methodology of HRM functions in the Thai civil service, good governance, ethics management and ethical culture. The analysis, the discussion and the research results will be presented in chapter 4. Chapter 5 will be the conclusion of findings and will propose recommendations for further study of related fields.

1.8 Limitations of the study

There are actually plenty of HRM functions. Nevertheless, this research limits HRM practices to four major practices which are: (1) recruitment and selection, (2) training and development (3) maintenance of discipline and (4) compensation and reward. The comprehensive range of functions of HRM practices cannot be covered due to the limitation of time. Therefore, it will not give the full picture of HRM

related functions in the Thai civil service. Only core functions will be studied in this research.

1.9 Summary

This chapter describes the wider picture and outlines the study. The role of HRM practices and their contribution to good governance is discussed. The significance and the background information of HRM in the Thai civil service and its ethical considerations are explored. It is evident that the Thai civil service is also concerned about the issue of good governance. Thus, the impact that HRM has on good governance needs to be studied. The ethics management and ethical culture that mediate the association between HRM practices and good governance in the Thai public sector are also examined. Besides, this chapter aims to demonstrate the nature of the problem, the objectives of the study, the scope of the study area, the related operational definitions, and the advantages of the research that will contribute to related academic fields and the HRM system of the Thai civil service.

CHAPTER 2

REVIEW OF LITERATURE AND CONCEPTUAL FRAMEWORK

The literature related to HRM practices and good governance in the Thai civil service is illustrated in this chapter. As we can see that HRM practices are considered to be one of the significant determinants of good governance in Thai civil service, the literature related to HRM practices needs to be investigated and reviewed. The significance of ethics management and ethical culture are elaborated since they are expected to be the mediators between HRM practices and good governance. The conceptual framework is also explained in this chapter to present the test of hypotheses of this study.

2.1 Human Resource Management (HRM) practices

There are many different approaches to HRM practices. HRM can be used to retain, improve and motivate employees who can improve the performance of an organization and improve the sustainability of organizations (Schuler & Jackson, 1987). The objective of HRM practices is to encourage employees to successfully achieve the organization's goal (Delery & Doty, 1996). Therefore, HRM practices can manage human resources by producing and developing competencies, knowledge that will sustain the competitiveness of organizations (Minbaeva, 2005).

It is evident that HRM can be any kind of practice that aims at creating and improving skills and competencies, job satisfaction and the organizational commitment of employees. We can also notice that any rules, regulations, norms, process, practices and culture related to the management of human capital and that can improve the functions of an organization can be regarded as HRM practices.

In most organizations, the three significant roles of HRM practices are as follows: 1) creating organizational performance 2) strengthening the satisfaction of

employees and 3) enhancing the satisfaction of customers and shareholders (Yeung & Berman, 1997). We can conclude by saying that HRM practices can be viewed as behaviour, policies, specific practices, systems that focus on employee retention, attraction, motivation and development. HRM thus plays strategic roles in increasing employee performance which can at the end sustain and add to the competitive advantages of organizations.

2.1.1 The role of HRM practices and their contribution to good governance

HRM practices can be considered to be both distinctive and correlated activities that focus on recruiting, engaging, retaining, and developing the human resources of an organization (Tangthong, Trimetsoontorn, & Rojniruntikul, 2014). HRM practices and policies in general are formulated on the basis of good governance. It is undeniable that their concepts, techniques and core values are related to the ethical characteristic of good governance. Public accountability has become an issue of major concern for public management because the public good is the ultimate goal of public administration. HRM practices deal with the integrity dimension of good governance in order to manage human resources and improve employees' beliefs and values (Djurkovic & Maric, 2010). It can be stated that employees' values should be related to the elements of good governance in order to maintain the sustainability of the organization (Hubets, Kaptein & Lasthuizen, 2007). Hence, HRM practices and all factors treatments relating to employees can contribute to the corporate governance and civil service performance. The ethical values embodied in HRM practices can enhance the confidence of employees in performing their duties on the basis of the rule of law and ethical frameworks. It is obvious that the influence of HRM practices on ethical values can support good governance in the public service sector. This study reveals that HRM practices are fundamental for enhancing good governance. The enterprises and organizations that practice HRM are more likely to have good governance characteristics that lead to organizational sustainability.

In the public sector, HRM practices will be more effective when the core values of public administration become a common objective of all public employees. The HR managers can effectively influence all employees by being role model of good

governance. HRM practices can definitively increase the performance and the competency of each employee in working more effectively while preserving the necessary ethical standards in the working environment.

HRM practices also emphasize the direction and regulation of civil servant behaviour in order to serve the needs of organizations. HRM practices in recruitment and selection, rewards and recognition, training, performance appraisal and maintenance of discipline structure the legal basis for government officials to serve the public interest (Berle & Means, 1932). HRM also aims at improving relationships between groups of people in the workplace and categorizes the responsibilities of employees in fair treatment for all. The values of impartiality, legality, integrity, transparency, effectiveness, equality and justice which are the core values of public officials are well recognized by the Organisation for Economic Co-operation and Development (OECD). These sets of values can be found in the code of conduct of employees especially those who are civil servants. According to the study of OECD (2004), the rules and regulations related to HRM practices of civil servants have common functions which are the following:

(1) The position based

(2) The career based

(3) The department based

These three systems remain unchanged though some countries have made an attempt to change the system of levels according to New Public Management reform. Nevertheless, in these three functions, HRM core values and practices are transformed into the strategic human resource management that sustains the principles of good governance which can create public confidence that the government is functioning efficiently and can manage the public interest for the well-being of the country.

Therefore, it is incontestable that HRM practices and policies have the characteristics of good governance that can bring about legitimacy and fairness including the responsiveness and efficiency of civil servants (Lavelle, 2006). HRM can facilitate the emergence of good governance by emphasizing three main pillars of organization which are: framework of executive power, the broader area of performance evaluation, and the effective system of succession planning (Baker, 1999).

HRM practices can become the starting point of good governance and public service improvements. HRM ethics and Green HRM have gradually become the significant trends of sustainable corporate development (Bagraim, 2007). These trends promote bottom-up management by allowing the top-level executives to listen to the employees at the bottom level. Good governance can be practiced through HRM by decentralizing and enhancing participation which are important elements of good governance in the organizations.

2.2 The good governance

Good governance was the concept of the 1990s. It was employed by the World Bank in 1989 to describe the good management of government mechanisms for social and economic development. Good governance has become the very effective criteria in managing the existing resources in the organization. It is a concept that controls the use of power and authority in order to prevent misconducts and the conflicts of interest, the seeking of personal gain, and to encourage respect for the rule of law and the fair treatment of standards and procedures in public services.

The reason that good governance concepts were applied in the public services is because of the economic crisis, the problems of corruption, the inflexibility of public working procedures, unaccountable governments, the red tape of the bureaucratic system, and the non-responsive needs of people. Therefore, good governance has become a prominent and crucial factor in public management and has been integrated into the public administration.

From an academic perspective, the common understanding of the word “governance” is the management of resources and the exercise of power by the existing authorities and the process of decision making. In this regard, the term of governance is used to explain and understand the complex structure of public administrative power. According to the Report of the Commission on Global Governance “Our Global Neighbourhood” (1995), governance is defined as the directions that allow institutions, public and private sectors and people to manage their common interests. This interaction may cause both the conflicts and the cooperation which require official institutions and regulations to administer and

manage their conformity. It also includes unofficial management that allows them to agree over particular matters or their common interests.

Basically, the word governance mainly covers three significant areas: the political mechanism and structure; the social and economic development; and the implementation of public policy that enhance the public administration. Thus, “good governance” can be defined as a standardizing concept of the public administration values that governance should follow. It is the mechanism whereby social actors interact mutually in a wide range of social situations.

These important principles of good governance make the definition of good governance widely accepted and implemented. Good governance has become the standard of reform in many societies. The main principles of good governance are participatory, transparency, accountability, following the rule of law, efficiency and effectiveness. It is evident that the principles of good governance are rooted in the ideals of sustainable development.

The meaning of bad governance was later defined by the UNDP. Bad governance means the inefficiency of government to deliver good public services It also means the failure of government to deal with economic problems, and the incapability of the government to prevent the problem of corruption and the conflict of interests. The abuse of power can also be considered bad governance. The most significant issue concerning good governance is to know whether the concept of good governance can be really effective. So, we need to focus on the practice. It is clear that the concept of good governance is now not limited only to the sphere of public administration but also applies in the private sector and institutions and organizations in general.

Therefore, the idea of good governance reflects the transparency of decision making, the accountability, the responsiveness, the effectiveness and the efficiency, the integrity and the legitimacy of all social hierarchies.

Those who serve the country as civil servants or employees in the public sector must respect the rules and regulations and proceed with their work in accordance with the regulations to protect the public interest, facilitate and serve the needs of the public and protect the merit system (Pillay, 2004). In the case of efficiency and effectiveness, the working procedures and processes must be

standardized. There should be a monitoring and evaluation system for the systematic continuity of development. Organizations can use this aspect of good governance to increase the competency of personnel so that they can perform civil service tasks effectively.

The responsiveness of government agencies can build up the reliability of people who expect to receive the service. Thus, the government can create credibility and transparency by allowing people to get to the source of information and to understand the process of decision making. This characteristic of good governance will encourage openness in public management. It authorizes people to access and verify the information and decision-making processes that might affect them.

Active participation means involving people in the decision-making process and in problem solving which will consolidate important foundations for the sustainable development of society. Moreover, followings the rule of law emphasizes the avoidance of discrimination. Human rights and the freedom of all stakeholders are taken into consideration. All these characteristics of good governance are regarded as strong foundations for a civil society that initiates the integrity (Daddiah, 1999). These foundations will ensure the sustainable development and strengthen society in every aspect. They also reduce corruption, improve the credibility of government and create the unity of people.

2.2.1 Good governance in the public sector

Good governance in the public sector involves three dimensions which are social, technical and political. Nowadays, people in civil society expect more and more from the public service so that the government needs to raise awareness of good governance in the public sector. Before we start to define the terms of good governance in the public sector, we firstly need to understand the characteristics of the public sector.

The main objective of public sector responsibilities is to manage resources collected and utilised. The government collects taxes and plays the role of granter and provider of services. The public sector also issues laws and regulations for economic and social development. The public sector will allocate resources through government agencies at all levels which then have a wide range of accountabilities and

responsibilities. In order to maintain and lift up the standard of living and to improve the well-being of people, the public sector must face constraints and obstacles in many forms and contexts. Political considerations should not overshadow the voice and the participation of the people. The public sector needs to be involved with many stakeholders who are interested in the achieved outcomes. The stakeholders need to verify whether things have been done in an equitable and effective way.

Good governance in the public sector should not only maintain the ideals of democracy but also encourage the people's participation. In this postmodern society, good governance in the public sector cannot limit itself to the national level. Good governance must establish cooperation among international institutions and organizations as well. The core values of good governance in the public sector aim at the public interest. So, the public sector needs to find consensus, enforce the rule of laws and ethical values to achieve the sustainable benefits for the country.

2.2.2 The development of supporting factors of good governance in the Thai civil service

The term of good governance was first officially represented by the World Bank in 1989 in the report *Sub-Sahara: From Crisis to Sustainable Growth* which means good administration of government mechanisms that can enhance economy and social development (Pongpaichit, 2001). The real purpose of good governance concepts and mechanisms is to fight against the corruption and raise the awareness in terms of bureaucratic and political corruption and efficiency of public administration. Thailand has shown many significant attempts in implementing good governance and improving public administration. After the economic crisis in 1997, Thailand has continuously put a lot of effort in creating good governance, combating corruption and improving social and economic development. The rewritten Constitution of Thailand in 1997 emphasized more on good governance mechanism by promoting the system of checks and balances of power by citizens and independent organizations. The State Administration Act in B.E. 2546 (2002) and the Royal Decree on Criteria and Procedures for Good Governance B.E. 2546 (2003) focused on the good governance and the efficiency of administration in both public and private sectors. The emphasis of the 12th National Economic and Social Development Plan,

B.E. 2560-2564 (2017-2021) and the 20-year national strategic plan is on the promotion of good governance and anti-corruption in the Thai public administration. Hence, good governance in the Thai civil service has become one of the key elements in preserving and improving the good and efficient functionality of public administration. Good governance in civil service usually means that the civil service needs to establish good standard of governance in order to operate works and serve the public with accountability, transparency, fairness, and participation (Nikomborirak, 2007). It is obvious that the Civil Service Act (2008) which aligned itself to the principles of good governance aims at the continuous development civil servants' proficiency and capability in order to effectively deliver services to public. It defines organizations and responsibilities, and accountabilities of civil servants with the principles of transparency and fairness. It includes and upholds the ethics of civil servants, creates merit protection mechanism, maintains the disciplinary and provides the complaints and appeal systems for Thai civil servants. From the evolution of good governance in Thai public administration, we can see that good governance required a number of factors to be truly and successfully implemented. To strengthening the good governance in the Thai civil service, good governance as law enforcement should be followed and it should support the participation of relevant stakeholders (Tipchareon, 2012). It should be noted that organizational and administrative factors can effectively support the implementation of good governance (Kalyanamitra, Tatilayapa, Mala, & Yaowanit, 2017). For civil servants, awareness and the quality of knowledge of the good governance can significantly improve the good governance mechanism of organization (Pedkhan & Chansilp, 2015). The factors which relate to the nature of jobs and the understanding of the importance of good governance principles are significantly related to the implementation of the good governance principles (Laesamran, Chunnapiya, & Rathachatranon, 2017). Thus, it can be seen that the supporting factors of good governance in the Thai civil service rely mostly on the systematic platform of organization development and human resource management in the Thai civil service.

2.3 Ethics management

According to Kaptein (1999), ethics management is viewed as the organization of ethics. Kaptein pointed out that ethics management means the systematic measures and activities that are mutually compatible and can be understandable by all members of organizations. Ethics management is organized to response to certain objectives which can manage the conflicts and enhance the realization of the moral values of the organization.

The organization of ethics can happen when the corporation realizes the expectations and interests of stakeholders. Ethics management can refer to the compliance with ethics that make employees distinguish what is right and what is wrong. Ethics management can be created to set up the rules, regulations and legal standards to be followed. Thus, control and supervision has become a significant approach in ethics management. It can be said that ethics management can bring about the reasoning of morality which is a result of having ethical standards in an organization. Ethics management can produce the code of conduct which can effectively motivate the moral conduct of employees (Hejka-Ekins, 1994). Ethical decision making is one important approach in ethics management (Maesschalck, 2004).

Ethics management can reflect the wider picture of the ethics of an organization. According to Hosmer (1991), we need to distinguish the difference between ethics management and ethics of management. Ethics in management or management ethics are about the standards and procedures of ethics which are held by the management of an organization, for example, the use of power, the consideration of risks that may derive from certain procedures and the policies of the corporation (Chakraborty, 1995). Whereas the emphasis of management ethics is the management system itself, ethics management focuses on the ethical dimension of things.

To understand the true concept of ethics management, we need first of all to understand the concept of illegal and unethical behaviour. Actions that are against the laws are considered to be illegal whereas the unethical behaviours are those behaviours that are opposed to ethical standards, the code of conduct, and values (OECD, 1996). It is necessary to explain the difference between the fundamental and

bottom line values of ethics and laws. Laws can be considered as written rules and regulations that have enforcement power and are created by administrative power. In terms of ethics, the focus is on the reasoning of morality. In most cases, ethics are related to laws. They inform and illustrate what laws have defined. The association between law and ethics is illustrated in Figure 2.1

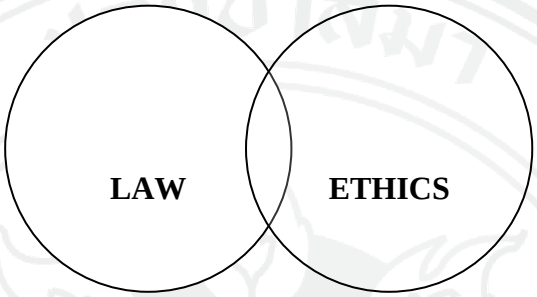


Figure 2.1 The relationship between Law and Ethics
Source: Trevino and Nelson, 2010

Nevertheless, ethics can be viewed as the justification of values, the consideration of bad and good, right and wrong whereas the law itself aims at preserving the correct social order (Horner, 2003). Law is a formally promulgated norm that is enforceable by government authority. Ethics are more likely to be values shared by the members of organization which can be a form of mutual acceptance and recognition. It can be said that ethics are norms of actions that can contribute to law. In some cases, it is obvious that some conducts can be considered to be ethical but against the law while some other behaviour maybe unethical but legal (Trevino & Nelson, 2010). However, some actions and situations like corruption, for example, can be viewed as both unethical and illegal. Organisations vary in their preferences, some elect to use a legal framework while others place the emphasis on ethical standards. However, many organizations need to incorporate both legal and ethical considerations. In terms of management, when an organization sets up a code of ethics, it means that there is an attempt at ethics management (Bowman, 1981).

The core function of ethics management is the enhancement of ethical conduct and the prevention of misconduct of the organization's members. Ethics management can be seen in many activities of management and directly in the actions of managers

(Menzel, 2007). It raises the awareness of the organizational culture that ethics is being emphasised Ethics management is can thus be described as a systematic approach that maintains and creates the ethical culture of an organization.

2.4 Ethical culture

Ethical culture can be regarded as the inner virtue that allows human to comply with the code of conduct and respect the regulations. Ethics can be called moral philosophy that helps each individual to differentiate right from wrong. Ethical culture encourages people to standardize their codes of behavior. Ethical value can also be defined as the morality of human acts. Justice cannot cover all ethical considerations. On the other hand, an ethical culture can support personal belief and character development and allow people to obey the law and set their own behavioral standards.

It is not enough for ethical culture to apply only to the managerial sphere; ethical culture must ensure that he ethical conducts and standards are shared and held by all members of an organization. Ethical culture can only establish good governance in an organization when the concept of ethics is understood and shared by all members. However, ethical leadership can play a significant role in transmitting ethical values to subordinates and all members of organizations.

Ethical culture is transmitted by norms which can create behaviours. Ethical culture can be seen in codes of conducts, practices and norms that individuals shared within an organization. Schein (1985) stated that organizational culture is a crucial factor that leads to the achievement and competitive advantage of organizations. Ethical culture has a significant impact on ethical decision making and that ethical decision making can ultimately directly affect the growth of organizations. It is incontestable that ethical culture is a product of ethical values that are integrated in the behaviors of all an organizations' members (Trevino, 1986).

2.5 The impact of ethics management and ethical culture on good governance in the Thai civil service

Ethics management concepts which aim at promoting good governance mechanisms of the Thai civil service are concretely illustrated in the Constitutions of Thailand, in the Civil Service Acts and in the regulations and the disciplinary measures of each government agency. For the purpose of increasing the ethical standards of Thai civil servants, the Civil Service Committee of Thailand promulgated the Regulations on Ethics of the Civil Servants in 1994. The Code of Professional Ethics for the Civil Service was later promulgated in 2009 and became effective in 2010. Following the main principles of professional ethics indicated in the Code, Thai civil servants must respect and uphold the professional standard of morality, integrity, honesty, loyalty and devote themselves to perform their duty for the public interest which is prior than their personal gain. They must serve the public courteously, justly and must avoid discrimination. They must provide an openness of information for the public and focus on the outcome of their works, maintain the high standard, effectiveness, quality, and transparency of their duties (Code of Professional Ethics for the Civil Service, 2009). The transitory provision of the Code also prescribes that each government agency shall establish an ethical control section and ethics committee. The vast majority of the civil servants acknowledged the provisions of the Code diffused to civil servants, and they were encouraged to comply with the Code. However, the implementation faced some obstacles such as breaches, misconducts, and the readiness of ethical assessment of the government agencies (Chokprajakchat & Sumretphol, 2017). According to the title 76 of Thai Constitution (2017), the government shall create the ethical standards for government agencies so that those standards can be applied as principles to determine the codes of ethics for civil servants in each agency. Thus, the Office of the Civil Service Commission of Thailand was assigned to collaborate with other central organizations in personal management in order to establish a single ethical standard for all categories of government official. All these attempts can concretely lead to the emphasis in creating ethical culture which can effectively strengthen the good governance mechanism in the Thai civil service. It is evident that ethical values in ethics management system

can create ethical culture in Thai civil service. The ethical culture affects thus the management structure and system in the Thai civil service. Human Resource Management which focuses on ethics has become one of factors affecting the desirable ethical characteristics of Thai civil servants (Tangwattanatum, Tiasutthikul, & Pailin, 2015). A culture of integrity is cultivated in the Thai civil service through the laws, regulations, punishment systems and disciplinary procedures and prosecution (OECD, 2018). Since ethical culture in the Thai civil service is transmitted by norms, laws and regulations have thus emphasized the fundamental ethical values of civil service. The common understanding of civil service ethical values was consolidated by promoting ethical training, setting up ethics audit and ethics committee in government agencies and enhancing the ethical leadership of executives. The policy which put an emphasis on the civil service ethics has become an effective tool in promoting the perception of good governance. However, the challenge remains in the deep entrenched organizational culture such as patronage system, nepotism, conservative values in closed organization that could obstruct good governance practices (OECD, 2018).

2.6 HRM and ethics dimensions

HRM is a set of unique activities, functions and processes that are aimed at attracting, directing and maintaining an organization's human resources (Lado & Wilson, 1994). Opatha (2009) defines: "HRM is the efficient and effective utilization of human resources to achieve goals of an organization". Greenwood (2002) argues that HRM involves the effective management of people to achieve organizational goals, thus implying that managing employees' behaviour is consistent with organizational policies, norms, regulations and procedures and such employee behaviour is subject to ethical concerns.

The HR function has grown substantially over the past few decades and now covers the whole gamut of people management processes. There are different views about the nature of HRM and the existing variety of HR practices adopted by various organizations (Boselie, Dietz & Boon, 2005). Nevertheless, it is widely recognized that the key practices of HRM include recruitment and selection, training and

development, performance management, pay and reward management and employee relations. The ability of HRM to influence ethical behaviour is highly dependent on the status of the functions within the organisation (Foote, 2001). HR professionals' competence in resolving ethical dilemmas is critical to the success of a business.

Some primary functions or activities of HRM (e.g. staffing, performance evaluation, compensating, and training) have a direct impact on society (forming a sense of social responsibility or directly affecting the quality of life of people in a country). Each of these primary activities influences people in ways that are outside their control (Hosmer, 1987). Particularly, within the discipline of HRM, it has been argued, raising ethical awareness and sensitivity is the main task for both HR academics and professionals (Winstanley & Woodall, 2000). The role of ethics in HRM can be considered in two dimensions: the ethics of the function of HRM itself and the ethics of HRM activities (Maxwell & Beattie, 2004)

2.6.1 Ethical considerations of HRM in the civil service

In the public administration, ethical values and integrity are vital elements of public policy. In the civil service, transparency, integrity and ethical standards have become increasingly issues of concern. Therefore, particular areas in civil service need to be closely scrutinized. The civil service system needs to analyse the weaknesses of its ethical system. Moreover, the ethical culture and professional code of conduct should be enhanced in order to establish a much stronger ethical presence in the civil service. The civil servant must become a role model of integrity. The administrative processes in some areas need to be reformed in order to support the ethical values of civil servants. Hence, HRM practices which are embedded within merit principles should be emphasized to promote ethical values. The ethical culture of an organization can be arranged and managed by HRM practices. HRM practices can play a vital role in supporting ethical culture because HRM is considered to be the most effective tool and mediator that can transmit values to all employees of an organization. The code of ethics has become the crucial factory that supports HRM functions. Therefore, we will explore the ethical values in the following HRM practices which can lead to the strengthening of good governance in the civil service:

2.6.1.1 Recruitment and selection

Recruitment and selection are the first stage of engagement that influences the perception of candidates. Recruitment and selection should make candidates feel that they are treated equally as to whether they will be selected or not. The recruitment and selection can be a way to convey the message to the candidates about the core values and culture of the organization. In the Thai civil service, merit and integrity have become a part of a set of values that government agencies want to develop. These values can influence the attitude of candidates towards their jobs (Judge & Brezt, 1992). The procedures of selection and recruitment should be transparent and reflect the morality of fairness. Public personnel management policy in the civil service must be operated on the basis of the competence of candidates, neutrality and fairness. It is obvious that the principles of merit are the benchmark of selection and recruitment and the public organizations can thus attract the candidates that have the values and competencies that fit them for the organization. The organization that demonstrates merit-based recruitment and selection tends to be less prone to corruption than administrations that do not recruit in this manner. Civil servants who are recruited and promoted due to their skills and merits rather than on patronage - political party affiliation, friendship or kinship - tend to embrace values of integrity more than others (Murage, Sang, & Ngure, 2018).

2.6.1.2 Training and development

Training and development can definitely develop the ethical integrity of civil servants. The ethics code should be instilled into all civil servants. Training and development can provide knowledge and understanding about the importance of ethical values. They can also reduce the risk of unethical behaviour by emphasising the lessons learnt from unethical cultural activities. Training and development are important practices of HRM that can be utilised to develop the ethical values of persons. It is observed in many studies that training and development can effectively institutionalize ethical framework in organization (Carroll & Buchholtz, 2006; Phillips, 2003). Ethics training can be one effective instruments in creating integrity in public services in order to ensure the quality of public governance. Civil servants can then analyse and make decisions on the basis of merit and integrity (Vichit-Vadakan,

2011). Rohan and Madhumita (2012) also found that employees who are trained to develop their decision making skills, problem solving and work as team can effectively increase the growth of their organization. In the civil service, training and development can build skilled and highly trained workforce and also improve behaviours and attitudes of civil service employees.

2.6.1.3 Compensation and rewards

The HRM can play a crucial role in creating equity and the sense of inclusiveness that greatly contributes to good governance of organizations by integrating the ethical values into functions of compensation and rewards. Compensation and rewards management system can effectively attract and retain committed employees when it is linked to goal setting that encourage workforce to stay focused and produce qualified works (Mujtaba & Shuaib, 2010). Compensation and rewards that help decentralize decision making and empower employees who perform their tasks can be a tool to develop morality and performance of efficient employees. Thus, compensation and rewards should be an effective way to recognize the ability and performance of workforce. It is undeniable that unethical or lax ethical values can be found in the system of compensation and rewards in the civil service when performance management and evaluation systems affect salary increases. In some cases, compensation is felt to be unfair. This can influence and manipulate the accountability of civil servants. Ethical culture should thus be founded on the core values of just compensation and an equitable reward system in order to create the sense of equity and inclusiveness amongst civil servants. Hence, the pay level and scheme is an important factor that help civil service employees not to be corrupted (Moti, 2013). It is a tool to prevent misconduct and retain skilled and efficient workforce in the civil service. The compensation of the civil service should be based on the principles of meritocracy. Civil servants tend to emphasize on the productivity of their qualified works when compensation and rewards system are structured on rules of conducts and performance. This will promote and uphold the integrity dimension in the civil service.

2.6.1.4 Law and Discipline

The maintenance of discipline has been a core concern in HRM practices. A set of ethical values should be communicated to all levels of civil servants in order to ameliorate the performance of government agencies.

The ethical standards should be transformed into professional codes of conduct. Civil servants must maintain the ethical values determined by laws and regulations. Through the maintenance of discipline, ethical standards should promote the moral reasoning ability of civil servants. Every government agency should prescribe and announce officially its rules of ethics so that a civil servant will become a moral agent who rigorously holds and maintains disciplines and ethical codes. It can be said that the civil service which cannot implement or transmit its codes of ethics to civil servants can fail to control corruption and can be ineffective in delivering good public services (Whitton, 2001). It is interesting to see that the European Union (EU) has adopted ethical instruments such as ethics laws, codes of ethics, and codes of conducts for preventing misconducts and promote the good functionality of governance (Demmke & Moilanen, 2011). It can be fairly said that law and disciplinary system in the civil service are created to enhance the ethical climate and to establish integrity and ethical practices which are expected to control misconducts and corruption.

2.7 Conceptual Framework

The conceptual framework of this study is created and designed in accordance with the relevant previous studies. The conceptual framework is represented in figure 2.2 The descriptions of each variable are the following:

2.7.1 Good Governance

Good governance in the Thai civil service is considered to be the main issue of this study. Thus, the level of transparency, participation, rule of law, accountability, effectiveness and efficiency and responsiveness are dependent variables of this study.

2.7.2 Determinant Factors of Good Governance

2.7.2.1 HRM Practices

The association between HRM practices and good governance will be investigated and tested. It is necessary to explore whether recruitment and selection, compensation and rewards, training and development, law and discipline have positive relations to good governance.

2.7.2.2 Ethics management

There are many elements in ethics management that can be related to good corporate governance. According to Maesschalck (2004), there are two significant approaches in ethics management which are compliance and integrity approaches. The compliance approach includes many kinds of mechanisms that aim at a controlling behaviour of individuals such as rules, regulations, codes of conduct. Thus, the compliance with laws and regulations by employees needs to be monitored and controlled.

In terms of the integrity approach, it is concerned with moral integrity which aims at the internal control which allows each individual to behave in a moral fashion. The internal or self-control of behaviour can be influenced by the way an organization manages the ethical issues. According to Menzel (2001), ethics management has become a process of management like other issues of management such as budget allocation, marketing, or even people management. So, ethics management is accepted as a necessary management tool that affects the survival and the governance of organizations.

According to Cox (2009), the term of ethics management is integrity management. Integrity is the approach that focuses on doing things in the right way. Integrity actually is a core value of good governance. The promotion of integrity is a tool for the prevention of misconduct in organizations (OECD, 1996). Therefore, we can say that ethics management can be seen in the sense of an integrity the values of which exist in laws, codes of conduct, regulations, practices, etc. Ethics management can be in the form of policies, strategies and administrative activities. Thus, many organizations have appointed officers who are responsible for ethics management functions, programmes and activities. The outstanding characteristics of ethics

management lies in the dimension of integrity which can promote and enhance good governance (OECD, 2000).

2.7.2.3 Ethical culture

Trevino, Butterfield and McCabe (1995) stated that ethical culture can create and sustain the correct behaviour of employees. Trevino et al. (1995) also demonstrated that ethical culture is a part of organizational culture which emphasizes an ethical dimension, ethical behaviors and ethical conduct. According to Douglas, Davidson, and Schwartz (2001), the ethical culture can be seen obviously in the level of top management which can definitely impact other members in the organization. Hunt, Wood and Chonko (1989) emphasized that though organizations adopt different kinds of organizational cultures in the management of products, services and customers, the fundamental base line of these cultures is ethical culture. Organizational ethical culture consists of he values shared among organizational members and these values can classify the nature of the organization into ethical and unethical organizations (Key, 1999). Ethical culture can thus improve coordination and relationships among employees.

According to Schwartz (2013), ethical culture can direct behaviors of agents in organizations and can strengthen the feeling of unity. A strong ethical culture encourages an organization's members to achieve the goals of the organization. Schwartz (2013) stated that the performance of organizations that have strong ethical cultures is higher than those who do not embed ethical culture in their organization.

According to Riivari, Lamsa, Kujala, and Heiskanen (2012) and Kaptein (2008), it can be said that ethical cultures can help organizations to have sustainable development. Many researchers agree that ethical culture has its core in the perception of leaders in terms of ethics. There is a differentiation between ethical climate and ethical culture in organizations (Huhtala, Kangas, Lamsa, & Feldt, 2011). Ethical climate is claimed to be an approach that determines what ethical conduct is composed of. Ethical cultures are shared values and beliefs that can result in the ethical actions of members in the same organization. Hunt et al. (1989) argued that ethical culture can be seen in policies, strategies, plans and ways of doing things in organizations.

Ethical culture can be considered thus as the effective code of conduct that controls the way that employees react in different circumstances. Therefore, the ethical actions, decisions and behaviours can initiate good corporate governance. According to Cameron and Quinn (2006), there are criteria and types of organizational cultural analysis as follows:

1) becoming deeply involved in the organization and blending in with the culture of that organization

2) analyzing culture through language and the way that people in that organization communicate

3) assessing a specific approach to culture by using quantitative measures like questionnaires and in-depth interviews. In this branch of research, quantitative measures are used to obtain a validated assessment of ethical culture in organisations. In this research, ethical culture embodies one dimension of the work environment. Ethical culture in this study was examined in the context of Thai government agencies which allows the researcher to understand the relation between ethics in the work environment and good governance in the Thai civil service.

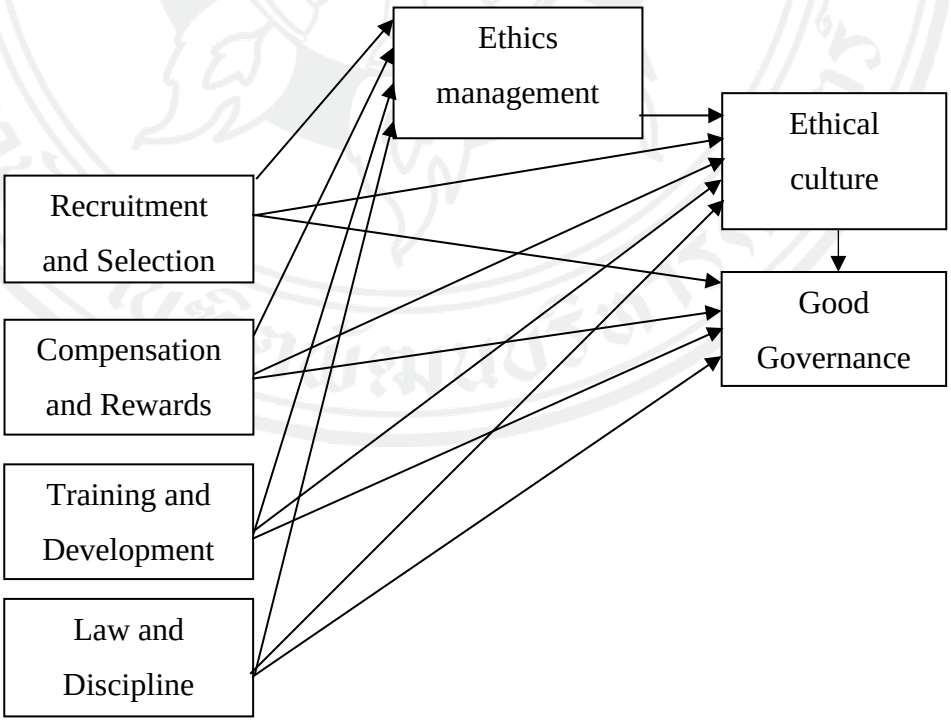


Figure 2.2 Conceptual Framework

2.8 Hypotheses

H1: The level of perception of HRM is high and fits in with the empirical data.

H2: The level of perception of Good Governance is high and fits in with the empirical data.

H3: Recruitment and Selection have positive direct effects on good governance.

H4: Compensation and rewards have positive direct effects on good governance.

H5: Training and development have a positive direct impact on good governance.

H6: Law and discipline have a positive direct impact on good governance.

H7: Training and development appear to indirectly influence good governance.

H8: Law and discipline appear to indirectly influence good governance.

H9: Ethics management and ethical culture partially mediate the relationship between training and development and good governance.

H10: Ethics management and ethical culture partially mediate the relationship between law and discipline and good governance.

2.9 Summary

This chapter aimed to review the literature relevant to the relationship between HRM and good governance. It also discussed the ethical value in HRM which can create good governance in the public sector. This chapter presented the contribution of HRM practices towards good governance and explained why they can be related. Ethical values in civil service system were also described.

It discussed to what extent ethical management and ethical culture can be managed in organizations through HRM practices. The findings of this review described the contribution of functional dimensions of HRM in creating and sustaining ethical culture which has significant linkage to the emergence of good

governance in the public sector. The various aspects and considerations of the ethical value of HRM practices in the Thai civil service have also been discussed. It is evident that the conceptual framework of this study is based on the relevant studies. Good Governance is defined as dependent variables whereas HRM practices are considered to be independent variables. The ethical management and ethical culture are the mediators of the relationship between HRM practices and good governance.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter describes the research methodology used for the study and justifies the research methods that are appropriate for answering the research questions (Babbie & Mouton, 2001). The mixed-method approach is employed in this study in order to get complete research results. This study is mainly based on a survey gathering data by questionnaires to examine the relationship between HRM practices and good governance in the Thai civil service. Thus, the statistical and quantitative approaches are applied to collect the primary data. The qualitative method will be applied by organising focus groups and interviews. This will complement and affirm the findings retrieved from the quantitative method.

3.1 The mixed methods design

As mentioned earlier t both quantitative and qualitative methods will be applied in this study, the benefits of this mixed method will be discussed.

In the mixed method design, researchers can compare or parallel the results from both methods (Creswell & Plano Clark, 2011). It thus provides better understanding when comparing to the single method design.

Researchers can opt to give priority to one method and use another method to confirm the results because it can be complementary to the strengths and weaknesses of each method (Creswell, 2003).

Teddlie and Tashakkori (2003) asserted that the mixed method provides a wide range of information sources. It can also expand the relationships between variables. Thus, in this study, primary data collected from questionnaires will give specific statistical results whereas the qualitative approach will provide in-depth information that will provide an additional explanation to statistical information.

In addition, the qualitative data analysis will be applied in this study because this study has an inductive nature. This method will help researchers to analyse different facts which can be finally drawn into a general conclusion. In this study, both qualitative and quantitative approaches will be utilised at the same time so that the nature of the data can be analysed simultaneously.

Due to the limited numbers of study and research projects in this field, it is thus appropriate to use the mixed method. It will provide the in-depth information that allows researcher to answer research hypotheses as follows:

H1: The level of perception of HRM is high and fits in with the empirical data.

H2: The level of perception of good governance is high and fits in with the empirical data.

H3: Recruitment and selection have a positive direct effect on good governance.

H4: Compensation and rewards have a positive direct effect on good governance.

H5: Training and development have a positive direct impact on good governance.

H6: Law and discipline have a positive direct impact on good governance.

H7: Training and development appear to indirectly influence good governance.

H8: Law and discipline appear to indirectly influence good governance.

H9: Ethics management and ethical culture partially mediate the relationship between training and development and good governance.

H10: Ethics management and ethical culture partially mediate the relationship between law and discipline and good governance.

3.2 Quantitative approach

The role of HRM practices in creating good governance is conveyed by the ethical values which are important characteristics of good governance. As we can see from previous studies ethical values are significant and crucial characteristics of good governance that are directly influenced by the HRM practices (Hubets, Kaptein &

Lasthuizen, 2007), there should be thus a relationship between the HRM practices and good governance.

In the quantitative of approach of this study, the data collection, the data analysis, sampling size, units of analysis and the operational definition of each variable will be defined as follows:

3.2.1 The unit of analysis

One of the most essential elements of research study in social sciences is the units of analysis. The unit of analysis can be groups of individuals, organizations, or social interactions. The unit of analysis allow researchers to define and limit the area of research. In this research, the units of analysis are civil servants from 20 ministries in the civil service.

3.2.2 Operational Definitions

To clarify the study objectives, the independent and dependent variables need to be determined and defined in the research. The meanings of independent, dependent and mediating variables are defined so that we can understand the scope of meaning of each variable. The following tables present the operational definitions of the dependent and independent variables. Table 3.1 presents the operational definitions of the independent variables. Table 3.2 presents the operational definitions of dependent variables and Table 3.3 presents the operational definitions of mediators.

Table 3.1 the operational definitions of the independent variables

Variables	Operational definition	References
• Recruitment and selection	The process of attracting, recruiting, selecting, and appointing candidates for the Thai civil service.	- Bowen, Ledford, and Nathan (1991) - Billsberry (2007) - Judge and Ferris (1992) - Steiner and Gilliland (1996)
• Compensation and rewards	Laws, regulations, procedures, and standards associated with the allocation of payroll, compensation and rewards to Thai civil servants.	- Crystal (1991) - Chew (1993) - Schuler and Jackson (2006)

Table 3.1 the operational definitions of the independent variables (continued)

Variables	Operational definition	References
• Training and development	Training and development are the mechanism that provides opportunities for development. They allow civil servants to implement the necessary values and skills related to the profession of a civil servant.	- Chand and Katou (2007)
• Law and discipline	Law and discipline in the Thai civil service is the crucial duty of all civil servants. They are a form of accountability that civil servants need to uphold all the time. That helps promote good social order and contributes to the preservation of public interest.	- Guest (1997) - Opatha (2002)

Table 3.2 the operational definitions of the dependent variables

Variables	Operational definition	References
• Transparency	The openness of information and accessibility of people to information in the civil service. The transparency will allow people to have direct access to the information, and the decisions made that affect their lives. Enough information should be provided so that the public could question and understand civil service matters.	- Martin and McGoldrick (2009) - Heald (2006) - Vaugen (2002)
• Participation	The involvement and the inclusiveness of civil servants, departments and agencies in policy implementation and decision-making processes.	- Hodges, Wright, and Keasey (2006)
• Rule of law	The follow up of rules and regulations of civil servants in the decision-making processes. It includes the maintenance of the legitimacy of civil servants.	- Winstanley and Hartog (2002)

Table 3.2 the operational definitions of the dependent variables (continued)

Variables	Operational definition	References
• Responsiveness	The timely response of civil servants' actions to the needs of the public in order to serve those needs and preserve the public interest.	- Daily, Dalton, and Canella (2003) - United Nations (2015)
• Accountability	Responsibility of civil servants and public organizations towards the results of decisions and actions. This is important to support the credibility of governments.	- Boven (2005) - World Bank Insitute (2005)
• Efficiency and effectiveness	The competency of civil servants in carrying out responsible functions of the government departments in a reasonable time period in the most efficient manner, and with the most efficient use of resources.	- Djurkovic and Maric (2010) - Huselid, Jackson, and Schuler (1997)

Table 3.3 the operational definitions of mediators

Variable	Operational definition	References
• Ethical culture	The corporate culture which promotes ethical behaviours and ethical conducts. Ethical culture is created through management practices.	- Huhtala et al. (2011) - Hunt et al. (1989) - Schwartz (2013) - Lamontagne (2012)
• Ethics management	The standardized ethical codes of conduct and ethical principles that develop and establish an ethical culture for employees.	- Amudsen and Pinto (2009) - Maesschalck (2004)

3.2.3 Population and Sampling

The population of this study will be based on proportionate stratified random sampling. The proportionate stratified random sampling involves dividing the entire population into homogeneous groups which are called strata. Random samples are then selected from each stratum. In this research, one stratum means one ministry. The sampling size is 400 persons. It is determined by the table of Krejcie and Morgan (1970). Thus, a total of 660 copies of questionnaires of this study were distributed to civil servants from 20 ministries. According to the latest number of civil servants' census in the Thai civil service (in fiscal year 2017), the overall number of civil servants is 382,655.

Table 3.4 The number of Thai civil servants and strata sample size

Ministries	Number of civil servants	Percentage	Strata sample size
1.Office of Prime Minister	6,782	1.77	7.08
2. Ministry of Finance	29,117	7.62	30.49
3. Ministry of Foreign Affairs	1,610	0.42	1.68
4. Ministry of Tourism and Sports	689	0.18	0.72
5. Ministry of Social Development and Human Security	3,050	0.80	3.18
6. Ministry of Agriculture and Cooperatives	34,237	8.95	35.78
7. Ministry of Transportation	13,817	3.61	14.44
8. Ministry of Natural resources and Environment	10,262	2.68	10.72
9 Ministry of Digital Economy and Society	2,048	0.54	2.14
10. Ministry of Energy	1,347	0.35	1.40
11. Ministry of Commerce	3,429	0.90	3.58
12. Ministry of Interior	39,546	10.33	41.33
13. Ministry of Justice	17,064	4.46	17.83
14. Ministry of Labour	6,096	1.59	6.37
15. Ministry of Culture	3,548	0.93	3.70
16. Ministry of Science and Technology	783	0.20	0.81
17. Ministry of Education	3,253	0.85	3.40
18. Ministry of Public Health	198,360	51.84	207.35
19. Ministry of Industry	3,006	0.79	3.14
20. Independent departments	4,551	1.19	4.75
Total	**382,655**	**100**	**400**

3.2.4 Instrumentation and measurement of variables

Multiple-choice questions and 5-point scale questionnaires will be used in the survey because they allow the respondents to represent their options consistently (Miller, 1991; Zainudin, 2010).

Moreover, a 5- point Linkert scale is an ordered scale that allows respondents to choose the items that are aligned with their attitudes and behaviours.

A 5- point scale can efficiently represent the intensity, frequency and quantity so it is appropriate to the measurement of variables in this study.

3.2.5 Data Collection

As the study will be targeted on civil servants in different government agencies, once the questionnaires are validated, the researcher needs to ask for formal authorization to send all questionnaires manually and electronically to the sampling groups who are civil servants. All the responses will be anonymous.

3.2.6 Data Analysis

The Statistical Package for Social Science (SPSS) program will be employed to analyse the collected primary data through questionnaires. Descriptive and inferential statistical instruments will be employed. The statistical methods used in this study were:

3.2.6.1 The characteristics of the respondents will be described by descriptive statistics.

3.2.6.2 The hypotheses of the relationship between independent variables (HRM practices) and good governance in the Thai civil service will be tested by using path analysis in AMOS 17.0.

3.2.6.3 The Confirmatory Factor Analysis will be used to evaluate the validity of each construct

3.2.6.4 The Macro PROCESS will be used to the test causal relationship model with two mediators.

3.3 Qualitative Approach

The in-depth interviewing method will be used in the qualitative approach of this research. The data retrieved from this qualitative approach will be used as confirmation and additional explanation of research results.

3.3.1 Data Collection

The data collection in the qualitative approach must be operated in an interactive way (Morgan, 1998). The qualitative approach will give rich information and in-depth views. This research will use individual interviews to collect data. The structured interview will be applied to each individual interview. The main objective of the interviews is to gather the views of interviewees (Dey, 1993). The most significant approach of qualitative analysis is to understand and describe the overall description of all the circumstances studied.

3.4 Scope of time in study

Time is an important element of any research design. This research is a cross-sectional analytic study that takes place at a single point in time. It took 3 months for developing the scales and validated questionnaire items. The data collection which required cooperation from the representatives of 20 ministries in the Thai civil service consumed 6 months altogether which is the highest amount of time spent in the research procedure. The data analysis and verification took 2 months. Hence the overall time used in this study is 1 year.

3.5 Summary

This chapter aims to describe the research methodology used to investigate the relationship between HRM practices and good governance in the Thai civil service. Mixed methods will be employed in this study. This method is appropriate for the nature of this study field where there is not a large source of data or previous studies. The mix methods approach is suitable for the support of research results under same phenomenon of study. The quantitative method is the main research methodology

that is used to test the research hypotheses. This research is designed to study the individual level by exploring the viewpoints of civil servants in senior professional level positions. All 400 government officials from 20 government agencies were the target of this research. Questionnaires will be designed as the multiple choice and 5-point scale construction. The SPSS programme will be employed to analyse the statistical information and the relevant statistical analysis will be used. The individual interviews will be used for data collection in the qualitative approach.

CHAPTER 4

DATA ANALYSIS OF RESEARCH RESULTS

The main focus of this chapter is to illustrate and report the collected data that were analyzed in response to the research questions. As the research employs the mixed-methods approach, the data analysis will be divided into two parts. In the first part, the data is analyzed by quantitative methods to test research hypotheses whereas in the second part the data is illustrated by the qualitative approach which is used to confirm the findings from the quantitative approach.

4.1 Quantitative Analysis Results

4.1.1 Demographic Data Table

Table 4.1 presents the characteristics of the respondents. 59.5 percent of the respondents were female, while the rest, 40.5 percent, were male. In terms of age, almost half of them, which means 48.8 percent, were 31- 40 years old. 50.5 percent of them graduated with a Master's degree whereas 42.5 percent graduated with a Bachelor's degree. In terms of the years working in the civil service, 30.3 percent have been working for 11-20 years, followed by 24.3 percent at 2-5 years, 18 and 18.5 percent at more than 20 years and 6-10 years respectively.

Breaking down the job characteristics, it was found that 49 percent of the respondents work in the field of administration, statistics and legal affairs, 14.3 percent in the scientific field, and 9.8 percent in agriculture. The survey showed that 4.5 percent of them are in engineering, architecture and technique and 4 percent of them work in medicine, nursing and public health. It was also found that 2.8 percent work in education, arts, social science and social work while only 2 percent of them work in transportation, logistics and communications. In terms of organizational characteristics, most of them, 52.3 percent, work for the Ministry of Public Health. 10 percent, 9 percent and 7.8 percent work in the Ministry of Interior, the Ministry of

Agricultures and Cooperatives and the Ministry of Finance respectively. From the data, it is evident that the largest number of respondents was found in the Ministry of Public Health as they represent the population of the Ministry of Public Health which has the largest number of civil servants in the Thai civil service.

Table 4.1 Characteristics of the Respondents

Respondents	**Number**	**Percent**
Gender		
Female	238	59.5
Male	162	40.5
Total	**400**	**100.0**
Age		
20 - 30	60	15.0
31 - 40	195	48.8
More than 40	145	36.3
Total	**400**	**100.0**
Education		
Below Bachelor's degree	15	3.8
Bachelor's degree	170	42.5
Master's degree	201	50.3
Doctoral degree	14	3.5
Total	**400**	**100.0**
Years of working in the civil service		
Below 2	36	9.0
2 - 5	97	24.3
6 - 10	74	18.5
11- 20	121	30.3
More than 20	72	18.0
Total	**400**	**100.0**

Table 4.1 Characteristics of respondents (continued)

Variables	Number	Percent
Job characteristics		
Medicine, Nursing, and Public Health	16	4.0
Administration, Statistics, Legal affairs and Diplomacy	196	49.0
Finance, Economics, Commerce and Industry	55	13.8
Transportation, Logistic and Communication	8	2.0
Agriculture	39	9.8
Scientific	57	14.3
Engineering, Architecture and Technique	18	4.5
Education, Arts, Social science and Social work	11	2.8
Total	**400**	**100.0**

Table 4.2 Descriptive statistics of Variables

Variables	Min	Max	Mean	Standard Deviation (SD)
Recruitment and Selection	1	5	3.87	0.61
Compensation and Rewards	1	5	3.13	0.70
Training and Development	1	5	3.47	0.64
Discipline	1	5	3.56	0.63
Ethical culture	1	5	3.52	0.64
Ethic management	1	5	3.49	0.59
Good governance	1	5	3.58	0.53

Table 4.2 presents the descriptive results of variables. The variables which are recruitment and selection, compensation and rewards, training and development, discipline, ethical culture, ethical management and good governance were measured

with 5-point Linkert scales. The method of 5-point Likert scales allowed the respondents to rate their level of agreement from strongly agree (1) to strongly disagree (5). This is considered to be a non-comparative scaling technique. The descriptive variables present the minimum and the maximum value of the data set, mean, and standard deviation. The mean of all data ranges from 3.13 to 3.87. The average mean of recruitment and selection is 3.87 which is the highest average mean. The average mean of good governance is 3.58. The average mean of discipline is 3.56 followed by the average mean of ethical culture which is 3.52. The average means of ethics management and training and development are 3.49 and 3.47 respectively. The average mean of compensation and rewards is 3.13 which is the lowest average mean.

A 5 - point scale issued in this research because the respondents can freely show their choices. The middle point of 5- point Linkert scale can also reduce the bias of respondents and the quality of the data can be improved (Dawes, 2008). Thus, in this questionnaire, measures of perceived HRM practices in influencing different characteristics of good governance in organizations were included. In order to get the result evaluation, the determination is based on the mean score of each question by following the definition of grading of Best & Kahn (1993) as follows:

4.51 - 5.00 means the level of perception is very high

3.51 - 4.50 means the level of perception is high

2.51 - 3.50 means the level of perception is moderate

1.51 - 2.50 means the level of perception is low

1.00 - 1.50 means the level of perception is very low

Table 4.3 The analysis of Recruitment and Selection factors

Recruitment and Selection	Mean	Std. Deviation	Level
Q.1 Your organization has regulated fair procedures of recruitment and selection and follow those procedures accordingly	4.04	.700	high
Q.2 Rules and regulations of recruitment and selection in your organization are performed on the basis of equal opportunity and non-discrimination	3.91	.718	high
Q.3 Procedures and processes in recruitment and selection consist of ethics which provides transparency and accountability.	3.90	.776	high
Q.4 Recruitment and selection in your organization focuses on recruiting and selecting suitable persons that possess virtue and professional ethics	3.72	.793	high
Q.5 Regulations related to recruitment and selection in your organization can create fairness of management in Thai civil service.	3.78	.782	high
Total	**3.87**	**.61**	**high**

According to Table 4.3 the overall level of perception in recruitment and selection that influences good governance aspects is a high level ($\bar{X}$=3.87, SD = .61). The findings indicate that the majority of respondents agree that their organizations have systematic procedures of recruitment and selection and their organizations follow those procedures accordingly ($\bar{X}$=4.04, SD = .700). The respondents highly agree that the rules and processes of recruitment and selection in their organizations are performed on the basis of equal opportunity and non-discrimination ($\bar{X}$=3.91, SD = .718), procedures and regulations in recruitment and selection consist of ethics which provides transparency and accountability ($\bar{X}$=3.90, SD = .776), and regulations related to recruitment and selection in their organizations can enhance the fairness of management in the Thai civil service ($\bar{X}$=3.78, SD = .782). It was found that though the respondents highly agree that recruitment and selection in their organizations

focuses on recruiting and selecting suitable persons that possess virtue and professional ethics, the average mean of this item is the lowest ($\bar{X}$=3.72, SD = .739).

Table 4.4 The analysis of Compensation and Rewards systems

Compensation and Rewards systems	Mean	Std. Deviation	Level
Q.6 Your organization has effective systems of compensation and rewards.	3.09	.914	moderate
Q.7 The systems of compensation and rewards in your organization can enhance the efficiency and effectiveness of civil servants in performing their duties.	3.09	.970	moderate
Q.8 The systems of compensation and rewards in your organization correspond to the best practices in the labour market.	3.10	.911	moderate
Q.9 The systems of compensation and rewards in your organization make civil servants realize the importance of their duties and also respect the regulations of their duties.	3.18	.875	moderate
Q.10 The systems of compensation and rewards in your organization are created on the concepts of equity, distributive justice, and people who have comparable competences, experiences, skills and responsibilities are fairly compensated on the same basis.	3.20	.833	moderate
Total	**3.13**	**0.70**	**moderate**

The findings in Table 4.4 show that the perception of compensation and rewards systems that can support good governance aspects is at a moderate level. The respondents moderately agreed that the systems of compensation and rewards are created on the concepts of equity, distributive justice, and people who have comparable competences, experiences, skills and responsibilities are fairly compensated on the same basis ($\bar{X}$=3.20, SD = .833) and that compensation and rewards make civil servants realize the importance of their duties and also respect the regulations of their duties ($\bar{X}$=3.20, SD = .833). The respondents moderately agree that the compensation and rewards system in civil service correspond to those in the

labour market and can sufficiently provide quality and security of life ($\bar{X}$=3.18, SD = .875). In terms of efficiency of systems of compensation and rewards ($\bar{X}$=3.09, SD = .914) and the enhancement of the efficiency and effectiveness of civil servants by the systems of compensation and rewards ($\bar{X}$=3.09, SD = .970), though the respondents moderately agree, these two items have the lowest average scores when compared to other factors.

Table 4.5 The analysis of Training and Development

Training and Development	Mean	Std. Deviation	Level
Q.11 Your organization provides training and development programs for civil servants.	3.49	.847	moderate
Q.12 Training and developments system in your organization motivate civil servants to participate and improve their capacities to achieve their duties.	3.48	.759	moderate
Q.13 Training and development system in your organization allow civil servants to improve their performance in order to deliver effective public services that respond to the needs of people.	3.52	.759	high
Q.14 Training and developments system in your organization plays a significant role in promoting the professional ethics of civil servants.	3.44	.812	moderate
Q.15 Training and developments system in your organization help promote transparency and make civil servants operate standardized decision-making processes at work.	3.41	.751	moderate
Total	**3.47**	**.64**	**moderate**

In table 4.5 the overall level of the perception of training and development that contributes to good governance aspects is at a moderate level ($\bar{X}$=3.47, SD = .64). The respondents highly agree that training and development systems in their organizations allow civil servants to improve their performance in order to deliver effective public services that respond to the needs of people ($\bar{X}$=3.52, SD = .759). The respondents

moderately agree that their organizations provide training and development programs for civil servants ($\bar{X}$=3.49, SD = .847) and those training and development programs motivate civil servants to participate and improve their capacities to achieve their duties ($\bar{X}$=3.48, SD = .759). It can be seen that mean score of these two items are close to a high level. The perception of respondents towards training and development which can significantly promote professional ethics of civil servants is at a moderate level ($\bar{X}$=3.44, SD = .751). Although the respondents moderately agree that training and development systems help promote transparency and make civil servants operate standardized decision-making process at work, this item has the lowest average score ($\bar{X}$=3.41, SD = .751).

Table 4.6 The analysis of Laws and Disciplines

Laws and Disciplines	Mean	Std. Deviation	Level
Q.16 Your organization has law and disciplinary systems which contribute to the code of conduct and ethics of civil servants	3.55	.761	high
Q.17 Laws and disciplinary systems in your organization make civil servants realize and obey the principles of ethics.	3.55	.727	high
Q.18 Rules and regulations in your organizations promote the proper self-control, dedication, and orderly conduct of civil servants	3.52	.722	high
Q.19 Laws and disciplinary standards in your organization help civil servants to perform their jobs on the basis of the rule of law.	3.58	.803	high
Q.20 Laws and disciplinary standards in your organization promote the responsibilities and accountabilities of civil servants towards the jobs they are assigned.	3.59	.761	high
Total	**3.56**	**0.63**	**high**

According to the results presented in Table 4.6 the overall level of the perception of laws and disciplines that contribute to good governance aspects is at a high level ($\bar{X}$=3.56, SD = .63). The two items that have the highest average score showed that the respondents highly perceived that law and disciplinary standards in their organizations promote the responsibilities and accountabilities of civil servants towards the jobs they are assigned ($\bar{X}$=3.59, SD = .761), followed by the perception that laws and disciplinary standards in their organizations help civil servants to perform their jobs on the basis of the rule of law respectively ($\bar{X}$=3.58, SD = .803). The respondents highly agree that laws and disciplinary systems in their organization make civil servants realize and obey the principles of ethics ($\bar{X}$=3.55, SD = .727), their organizations have laws and disciplinary systems which contribute to the code of conducts and ethics of civil servants ($\bar{X}$=3.55, SD = .761) and rules and regulations in their organizations promote the proper self-control, dedication, and orderly conduct of civil servants ($\bar{X}$=3.52, SD = .722).

Table 4.7 The analysis of Ethical Management factors

Ethics Management	Mean	Std. Deviation	Level
Q.21 Your organization consistently organizes legal-ethical compliance activities and practices that can enhance and promote the ethics of civil servants.	3.42	.756	moderate
Q.22 The leaders of your organization display/possess ethical leadership and are the role-models in terms of ethics.	3.49	.776	moderate
Q.23 The policies and management practices in your organization clearly communicate ethical values to all civil servants and require all civil servants to adhere to the highest levels of justice and fairness.	3.55	.658	high
Q.24 Management systems in your organization can motivate civil servants to have trust and make them engage with the laws, regulations and social conventions that promote ethical standards.	3.51	.694	high
Total	**3.49**	**0.53**	**moderate**

Table 4.7 illustrates that the overall level perception of ethical management that contributes to the dimensions of good governance is at a moderate level. The first two items have moderate levels of perception. However, the respondents highly perceived that the policies and management practices in their organizations clearly communicated ethical values to all civil servants and require all civil servants to adhere to the highest levels of justice and fairness ($\bar{X}$=3.55, SD = .685) and that management system can motivate civil servants to have trust and engage with the laws, regulations and social conventions that promote ethical standards ($\bar{X}$=3.51, SD = .694).

Table 4.8 The analysis of Ethical Culture factors

Ethical Culture	Mean	Std. Deviation	Level
Q.25 Your organization has a set of core values that promotes fairness and enhances ethical behavior among the members of the organization.	3.48	.798	moderate
Q.26 Your organization provides normative guidelines for ethical conduct and obeys the law and disciplinary proceedings.	3.65	.709	high
Q.27 Your organization make civil servants realize the value that they have towards the organization and your organization aims at fostering and facilitating the well-being of civil servants.	3.57	.743	high
Q.28 Your organization uses ethical commitment and standards as core values of the organization.	3.41	.879	moderate
Total	**3.53**	**0.62**	**high**

In terms of ethical culture, Table 4.8 reveals that the overall level perception of ethical culture that contributes to the dimensions of good governance is at high level. The respondents perceived that their organizations have normative guidelines for ethical conduct in organization and organizations obey the law and disciplinary proceedings ($\bar{X}$=3.65, SD = .709), that organizations make civil servants realize the

value that they have towards the organization and their organizations aim at fostering and facilitating the well-being of civil servants ($\bar{X}$=3.57, SD = .743). While the two items mentioned have high levels of perception, the respondents moderately perceived that their organizations have a set of core values that promotes fairness and enhances ethical behavior among the members of the organization ($\bar{X}$=3.48, SD = .798) and their organizations use ethical commitment and standards as core values of the organization ($\bar{X}$=3.4, SD = .879).

Table 4.9 The analysis of Good Governance

Good Governance	Mean	Std. Deviation	Level
Transparency			
Q.29 Your organization has an effective internal audit system.	3.50	.732	high
Q.30 The goal of a merit system in your organization is to provide effective personnel management.	3.53	.700	high
Q.31 Your organization tends to move toward greater transparency in terms of the disclosure of information to the public.	3.55	.774	high
Q.32 Your organization has an external committee to inspect the work proceedings.	3.47	.831	moderate
Q.33 Your organization emphasizes a punishment system which is fair and examinable.	3.45	.802	moderate
Total	**3.50**	**0.69**	**high**
Participation			
Q.34 In your organization, public hearings are held as a part of the public inquiry process.	3.65	.911	high
Q.35 Your organization takes into account the problems and needs of the public and uses them to determine working strategies.	3.66	.849	high

Table 4.9 The analysis of Good Governance (continued)

Good Governance	Mean	Std. Deviation	Level
Participation			
Q36 Your organization uses different kinds of communication channels and tools to communicate with the public	3.67	.865	high
Q.37 Your organization allows civil servants in the organization to express their opinions and can mutually take part in decision-making processes.	3.53	.788	high
Q.38 Your organization provides opportunities for employees and the public to express their opinions and takes those opinions into account.	3.53	.884	high
Total	**3.60**	**0.71**	**high**
Rule of laws			
Q.39 Your organization clearly separates management functions and authorities.	3.58	.748	high
Q.40 Your organization has rules and regulations that protect the rights and freedom of civil servants.	3.49	.722	moderate
Q.41 Your organization clearly defines regulatory processes and responsibilities in performing tasks.	3.60	.704	high
Q.42 Leaders in different levels in your organization have autonomy in the execution of their authority under related laws and regulations.	3.60	.686	high
Q.43 Civil servants in your organization abide by the laws, regulations and conditions of civil servants.	3.62	.773	high
Total	**3.57**	**0.62**	**high**

Table 4.9 The analysis of Good Governance (continued)

Good Governance	Mean	Std. Deviation	Level
Responsibility and Accountability			
Q.44 Your organization clearly determined goals, visions and strategies and civil servants in your organization perceive the values of the organization.	3.78	.769	high
Q.45 Civil servants in your organization are accountable for their duties and are ready to promptly solve problems in their duties.	3.68	.735	high
Q.46 Your organization has a system of coaching and team working.	3.53	.772	high
Q.47 Your organization has a work monitoring and evaluation system.	3.50	.788	high
Q.48 The accountability policies and mechanisms in your organization make civil servants have accountabilities and responsibilities towards their duties.	3.48	.756	high
Total	**3.59**	**0.69**	**high**
Effectiveness and Efficiency			
Q.49 Your organization plays a significant role in supporting civil servants to achieve their goals.	3.54	.725	moderate
Q.50 Your organization manages resources effectively and uses available resources for the utmost benefit of the public.	3.43	.792	moderate
Q.51Your organization focuses on the enhancement of skills and competencies of civil servants.	3.42	.761	moderate
Q.52 Your organization has strategic visions to carry out work which effectively responds to the needs of citizens and stakeholders.	3.50	.746	high
Q.53 Your organization can follow the determined workflow and accomplish the planned targets.	3.48	.729	moderate
Total	**3.47**	**0.65**	**moderate**

Table 4.9 The analysis of Good Governance (continued)

Good Governance	Mean	Std. Deviation	Level
Responsiveness			
Q.54 One of the missions of your organization is to respond to the needs of citizens.	3.76	.802	high
Q.55 Work performance of your organization effectively responds to citizens' needs.	3.78	.821	high
Q.56 Your organization is able to adapt to the changing environment and the increasing demands of the public in various dimensions.	3.74	.780	high
Q.57 Your organization can complete its missions and deliver tasks on time.	3.73	.754	high
Q.58 The work outcomes of your organization help build trust between the government and the public.	3.70	.738	high
Total	**3.74**	**0.68**	**high**
Total of Good Governance	**3.58**	**0.67**	**high**

According to Table 4.9 the overall level of perception of good governance is high ($\bar{X}$=3.60, SD = 0.67). The dimension of efficiency and effectiveness is the only dimension that has a moderate mean average ($\bar{X}$=3.47, SD = 0.65). The respondents highly perceived the participation ($\bar{X}$=3.60, SD = 071), the responsiveness ($\bar{X}$=3.58, SD = 0.68) and the responsibility and accountability ($\bar{X}$=3.58, 0.69). The dimensions of the rule of laws and the transparency also have high average mean scores which are 3.50 and 3.57 respectively.

4.2 Confirmatory factor analysis (CFA)

Confirmatory factor analysis (CFA) was therefore conducted to test to what extent each variable significantly correlated with its underlying factors before the path analysis will be processed. The purpose of Confirmatory Factor Analysis is to see whether the group of variables is consistent, and each construct actually measures what it is intended to measure. The CFA is adopted in this research to confirm the set of constructs of our measurement. A measurement specifies how all measured variables can logically and systematically represent the construct in a theoretical model. The correlation coefficients will thus be analyzed to confirm that the problem of multicollinearity doesn't exist in the measurement of each construct.

Table 4.10 Correlation of variables in Recruitment and Selection (X_1)

Variables	X_{11}	X_{12}	X_{13}	X_{14}	X_{15}
X_{11}	1				
X_{12}	.655**	1			
X_{13}	.547**	.627**	1		
X_{14}	.488**	.553**	.546**	1	
X_{15}	.508**	.571**	.547**	.698**	1

**. Correlation is significant at the 0.01 level.

Table 4.10 reveals that the coefficient correlation between factors in recruitment and selection ranges from .488 - .698. These results indicate the highest positive correlation between x_{11} and x_{15} which means there is the strongest association between the recruitment and selection which aims at recruiting and selecting suitable persons that have virtue and professional ethics (X_{14}) and the regulations relating to recruitment and selection that can create the fairness of management in Thai civil service (X_{15}). All correlations are significant at 0.01 level and they do not exceed .85 which indicates that there is not a problem of multicollinearity (Kline, 2005).

Table 4.11 Confirmatory Factor Analysis of Recruitment and Selection

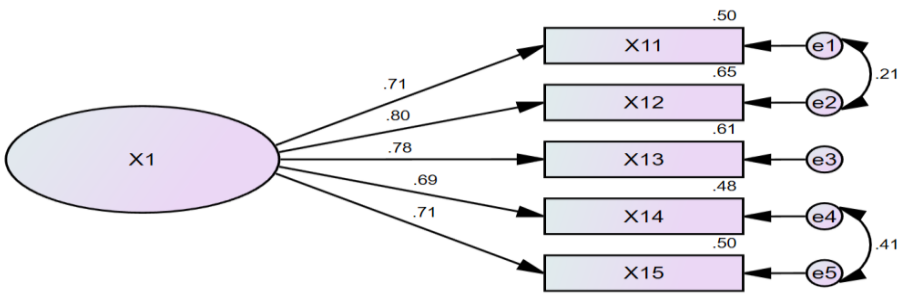
	Recruitment and Selection determinants	**Standardized Factor Loading**	**S.E.**	**C.R.**	**p-value**	**Squared Multiple Correlations (r^2)**
X_{11}	Your organization has regulated fair procedures of recruitment and selection and follow those procedures accordingly	0.706	0.035	10.201	***	0.501
X_{12}	Rules and regulations of recruitment and selection in your organization are performed on the basis of equal opportunity and non-discrimination	0.804	0.034	8.089	***	0.481
X_{13}	Procedures and processes in recruitment and selection consist of ethics which provide transparency and accountability.	0.778	0.036	9.4395	***	0.605
X_{14}	Recruitment and selection in your organization focuses on recruiting and selecting suitable persons that possess virtue and professional ethics	0.694	0.038	11.133	***	0.647
X_{15}	Regulations related to recruitment and selection in your organization can create fairness of management in Thai civil service.	0.709	0.037	10.905	***	0.499

Note. *** $p < 0.001$

From Table 4.11 it can be concluded that recruitment and selection factors were found to be significantly correlated with the latent variables (p<0.001). Thus, it ensures that x11 - x15 are members of recruitment and selection factors. They all have large positive loadings on recruitment and selection. The largest standardized factor loading (.804) is in the underlying factor about rules and regulations of recruitment and selection which are performed on the basis of equal opportunity and non-discrimination (X_{12}). The overall model fits the empirical data (Figure 4.1), as the fit indices shown in Table 4.12 were all at an acceptable value ($\chi 2/df$ <3.00, p-value of $\chi 2$>0.05, GFI, AGFI, CFI> 0.9 and RMR<0.05).

Table 4.12 Goodness-of-Fit Indices of Model for Recruitment and Selection

Fit indices	Recommended value	Measurement model
$\chi 2/df$	< 3.00	0.138
p-value of $\chi 2$	> 0.05	0.938
GFI	> 0.90	0.999
AGFI	> 0.90	0.997
CFI	> 0.95	1.000
Standardized RMR	< 0.08	0.001
RMSEA	< 0.06	0.000



Chi-square = 0.413, Chi-square/df = 0.138, df = 3
p = 0.938, GFI = 0.999, RMSEA = .000

Figure 4.1 CFA of Selection and Recruitment

Table 4.13 Correlation of variables in Compensation and Rewards (X_2)

Variables	X_{21}	X_{22}	X_{23}	X_{24}	X_{25}
X_{21}	1				
X_{22}	.505**	1			
X_{23}	.516**	.667**	1		
X_{24}	.398**	.709**	.603**	1	
X_{25}	.321**	.529**	.453**	.496**	1

** Correlation is significant at the 0.01 level.

Table 4.13 reveals that the coefficient correlations between factors in compensation and rewards range from .321 - .709. The correlation between variables in compensation and rewards also shows that there is the highest positive correlation between X_{22} and X_{24} (.709). It means that the systems of compensation and rewards that can enhance the efficiency and effectiveness of civil servants in performing their duties have the strongest positive relationship with the systems of compensation and rewards that make civil servants realize the importance of their duties and respect the regulations of their duties. All correlations are significant at 0.01 level and they do not exceed .85 which means there is no multicollinearity problem. Thus, the data can be further analyzed.

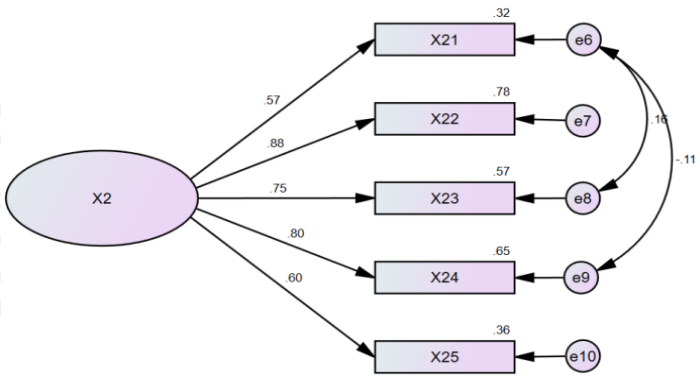
Table 4.14 Confirmatory Factor Analysis of Compensation and Rewards

Compensation and Rewards	Standardized Factor Loading	S.E.	C.R.	P-value	Squared Multiple Correlations (r^2)
X_{21} Your organization has effective systems of compensation and rewards.	.566	.046	11.126	***	.362
X_{22} The systems of compensation and rewards in your organization can enhance the efficiency and effectiveness of civil servants in performing their duties.	.884	.041	20.919	***	.647
X_{23} The systems of compensation and rewards in your organization correspond to the best practices in the labour market which can effectively promote the quality and security of life.	.753	.041	16.743	***	.568
X_{24} The systems of compensation and rewards in your organization make civil servants realize the importance of their duties and also respect the regulations of their duties.	.804	.038	18.284	***	.781
X_{25} The systems of compensation and rewards in your organization are created on the concepts of equity, distributive justice, and civil servants who have comparable competences, experiences, skills and responsibilities are fairly compensated on the same basis of equity.	.602	.040	12.572	***	.320

From Table 4.14 the compensation and rewards construct were found to be significantly correlated with its underlying variables (p<0.001). Thus, it could ensure that x2 1 – x2 5 are members of compensation and rewards. They all have large positive loadings. The largest standardized factor loading at .884 is in item X_{22}. The measurement model fits the data extremely well (Figure 4.2), as the fit indices shown in Table 4.15 were all at an acceptable value (*χ2/df* <3.00, p-value of *χ2*>0.05, GFI, AGFI, CFI> 0.9 Standardized RMR<0.08 and RMR<0.05).

Table 4.15 Goodness-of-Fit Indices of Model for Compensation and Rewards

Fit indices	Recommended value	Measurement model
χ2/df	< 3.00	.658
p-value of *χ2*	> 0.05	.883
GFI	> 0.90	.999
AGFI	> 0.90	.996
CFI	> 0.95	.000
Standardized RMR	< 0.08	.004
RMSEA	< 0.06	.000



Chi-square = 0.658, Chi-square/df = 0.219, df = 3
p = 0.883, GFI = 0.999, RMSEA = .000

Figure 4.2 CFA of Compensation and Rewards

Table 4.16 Correlation of variables in Training and Development (X_3)

Variables	X_{31}	X_{32}	X_{33}	X_{34}	X_{35}
X_{31}	1				
X_{32}	.472**	1			
X_{33}	.515**	.605**	1		
X_{34}	.386**	.678**	.681**	1	
X_{35}	.448**	.640**	.658**	.765**	1

**. Correlation is significant at the 0.01 level.

Table 4.16 reveals that the coefficient correlations between factors in training and development range from .472 - .765. The results showed the highest correlation between X_{33} and X_{34} (.681) which means that the role of training and development that improves their performance in order to deliver the effective public services closely relates to the role of training and development in promoting the professional ethics of civil servants. The weakest correlation exists in the relationship between the provision of effective training program (X_{31}) and the role of training and development in promoting the professional ethics of civil servants. All correlations are significant at 0.01 level and they do not exceed .85 which means the problem of multicollinearity does not exist (Kline, 2005).

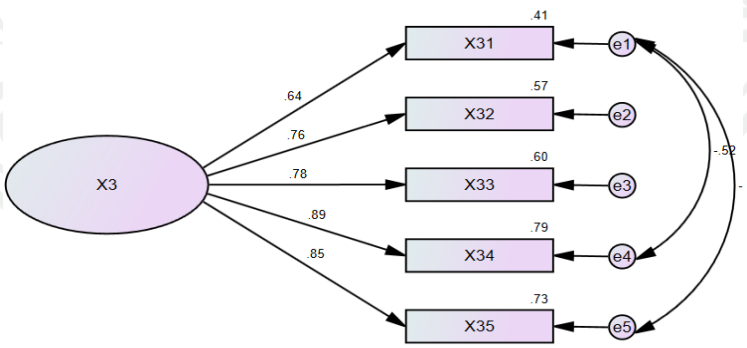
Table 4.17 Confirmatory Factor Analysis of Training and Development

Training and Development	Standardized Factor Loading	S.E.	C.R.	p-value	Squared Multiple Correlations (r^2)
X_{31} Your organization provides effective training and development programs for civil servants.	0.639	.043	12.451	***	.729
X_{31}Training and developments systems in your organization motivate civil servants to participate and improve their capacities to achieve their goals.	0.756	.033	17.348	***	.794
X_{33} Training and development systems in your organization allow civil servants to improve their performance in order to deliver the effective public services that respond to the needs of the people.	0.777	.033	18.012	***	.603
X_{34} Training and developments systems in your organization play a significant role in promoting the professional ethics of civil servants.	0.891	.033	21.889	***	.571
X_{35} Training and developments systems in your organization help promote transparency and make civil servants have standardized decision-making processes at work.	0.854	.031	20.490	***	.408

From Table 4.17 it was found that training and development factors significantly correlated with the items x_{31} – x_{35} ($p<0.001$). They are members of training and development factors. They all have large positive loadings on recruitment and selection. The largest standardized factor loading (.891) is in the underlying factor about the role of training and development in promoting the professional ethics of civil servants (X_{34}). The overall model fits the data very closely (Figure 4.3), as the fit indices shown in Table 4.18 were all at an acceptable value ($\chi 2/df$ <3.00, p-value of $\chi 2$>0.05, GFI, AGFI, CFI> 0.9, Standardized RMR<0.08 and RMSEA< 0.06).

Table 4.18 Goodness-of-Fit Indices of Model for Training and development

Fit indices	Recommended value	Measurement model
$\chi 2/df$	< 3.00	.724
p-value of $\chi 2$	> 0.05	.537
GFI	> 0.90	.997
AGFI	> 0.90	.989
CFI	> 0.95	1.000
Standardized RMR	< 0.08	.005
RMSEA	< 0.06	.000



Chi-square = 2.17M, Chi-square/df = .724, df = 3
p = .537, GFI = .997, RMSEA = .000

Figure 4.3 CFA of Training and Development

Table 4.19 Correlation of variables in Law and Discipline (X_4)

Variables	X_{41}	X_{42}	X_{43}	X_{44}	X_{45}
X_{41}	1				
X_{42}	.539**	1			
X_{43}	.562**	.631**	1		
X_{44}	.541**	.677**	.667**	1	
X_{45}	.542**	.662**	.638**	.696**	1

**. Correlation is significant at the 0.01 level.

The results in Table 4.19 indicate that the coefficient correlations between factors in law and discipline range from .539 - .696. All correlations are significant at 0.01 level and they do not exceed .85 from which it can be assumed that there will not be a problem of multicollinearity (Kline, 2005).

The highest correlation exists in the relationship between the variables X_{44} and X_{45} (.696) which means that the role of laws and disciplinary standards in helping civil servants to perform their jobs on the basis of the rule of law closely relates to the rule of laws and discipline that promotes the responsibilities and accountabilities of civil servants towards the jobs they are assigned. The lowest correlation was found in the relationship between the fact that an organization has laws and disciplinary systems which contribute to the codes of conduct and ethics of civil servants (X_{41}) and the rule of laws and disciplinary systems in an organization that make civil servants realize and obey the principles of ethics (X_{42}). However, the correlation coefficient between X_{41} and X_{42} (.539) indicates a moderate positive relationship.

Table 4.20 Confirmatory Factor Analysis of Laws and Discipline

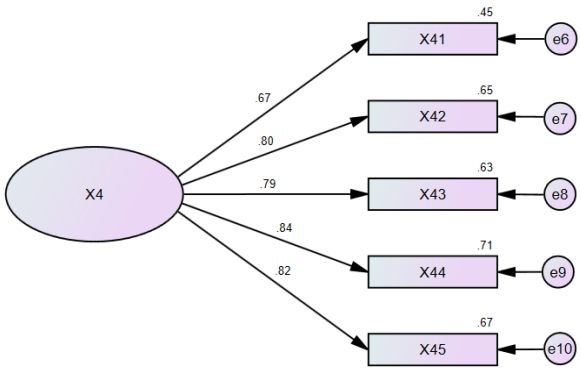
Laws and Discipline	Standardized Factor Loading	S.E.	C.R.	P-value	Squared Multiple Correlations (r^2)
X_{41} Your organization has law and disciplinary systems which contribute to the code of conducts and ethics of civil servants	.668	.035	14.470	***	.447
X_{42} Laws and disciplinary systems in your organization require civil servants to realize and obey the principles of ethics.	.804	.031	18.713	***	.647
X_{43} Rules and regulations in your organizations promote the proper self-control, dedication, and orderly conduct of civil servants	.792	.031	18.300	***	.627
X_{44} Laws and disciplinary standards in your organization help civil servants to perform their jobs on the basis of the rule of law.	.840	.034	19.991	***	.706
X_{45} Laws and disciplinary standards in your organization promote the responsibilities and accountabilities of civil servants towards the jobs they are assigned.	.819	.032	19.229	***	.670

According to Table 4.20 laws and disciplinary factors significantly correlate with all items ($p<0.001$). The items $x_{41} - x_{45}$ are members of laws and disciplinary factors. They all have large positive loadings on laws and discipline. The largest standardized factor loading (.840) is observed in the item about laws and disciplinary

standards that help civil servants to perform their jobs on the basis of rule of law (X_{44}). The overall model fits the data very closely (Figure 4.4), as the fit indices shown in Table 4.21 were all at an acceptable value ($\chi 2/df$ <3.00, p-value of $\chi 2$>0.05, GFI, AGFI, CFI> 0.9, Standardized RMR<0.08 and RMSEA< 0.06).

Table 4.21 Goodness-of-Fit Indices of Model for Laws and Discipline

Fit indices	Recommended value	Measurement model
$\chi 2/df$	< 3.00	.791
p-value of $\chi 2$	> 0.05	.556
GFI	> 0.90	.996
AGFI	> 0.90	.998
CFI	> 0.95	1.000
Standardized RMR	< 0.08	.006
RMSEA	< 0.06	.000



Chi-square = 3.956, Chi-square/df = .791, df = 5
p = .556, GFI = .997, RMSEA = .000

Figure 4.4 CFA of Laws and Discipline

Table 4.22 Correlation matrix for HRM practices (X_1 - X_4)

Independent variables	X_1	X_2	X_3	X_4
Recruitment and Selection (X_1)	1			
Compensation and Rewards (X_2)	.409**	1		
Training and Development (X_3)	.560**	.564**	1	
Laws and Discipline (X_4)	.505**	.483**	.629**	1

**. Correlation is significant at the 0.01 level.

The results in table 4.22 indicate that the coefficient correlations between factors in HRM practices range from .409 - .629. All correlations are significant at 0.01 level and they do not exceed .85 from which it can be assumed that there will not be a problem of multicollinearity (Kline, 2005). The highest correlation (.629) exists in the relationship that training and development (X_3) have with laws and discipline (X_4) whereas the lowest level of positive association can be found in the relationship between recruitment and selection (X_1) and compensation and rewards (X_2).

Table 4.23 Confirmatory Factor Analysis of Independent variables

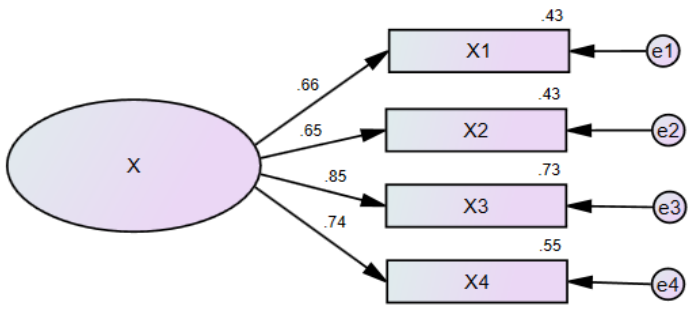
Factors	Standardized Factor Loading	SE	t-test	P-value	Squared Multiple Correlations (r^2)
Recruitment and Selection (X_1)	.658	.029	13.640	***	.443
Compensation and Rewards (X_2)	.651	.342	13.479	***	.425
Training and Development (X_3)	.852	.029	18.887	***	.726
Laws and Discipline (X_4)	.743	.029	15.882	***	.553

Note. *** $p < 0.001$

According to Table 4.23 HRM practice factors significantly correlate with all observable variables ($p<0.001$). The items x_1 – x_4 are members of HRM practices. They all have large positive loadings on laws and discipline. The largest standardized factor loading (.852) is observed in training and development (X_{44}). The overall model fits the empirical data very closely (Figure 4.5), as the fit indices shown in Table 4.24 were all at an acceptable value ($\chi 2/df$ <3.00, p-value of $\chi 2$>0.05, GFI, AGFI, CFI> 0.9, Standardized RMR<0.08 and RMSEA< 0.06).

Table 4.24 Goodness-of-Fit Indices of Model for HRM practices

Fit indices	Recommended value	Measurement model
χ2/df	< 3.00	.560
p-value of *χ2*	> 0.05	.570
GFI	> 0.90	.998
AGFI	> 0.90	.993
CFI	> 0.95	1.000
Standardized RMR	< 0.08	.003
RMSEA	< 0.06	.000



Chi-square = 1.121, Chi-square/df = .561, df = 2
p = .570, GFI = .998, RMSEA = .000

Figure 4.5 CFA of HRM practices

Table 4.25 Correlation matrix for variables in Ethics Management (M_1)

Variables	M_{11}	M_{12}	M_{14}	M_{15}
M_{11}	1			
M_{12}	.657**	1		
M_{13}	.537**	.556**	1	
M_{14}	.600**	.634**	.591**	1

**. Correlation is significant at the 0.01 level.

From Table 4.25 it can be seen that the coefficient correlations between factors in ethics management range from .537 - .657. The results indicate that there is a strong correlation between having a consistent organization of legal-ethical compliance activities and practices that can enhance and promote the ethics of civil

servants (M_{11}) and having leaders who possess ethical leadership and who are the role-models in terms of ethics (M_{12}).

The results revealed that the lowest positive correlation (.537) is in the relationship between ethical communications that emphasize the professional ethics of civil servants (M_{12}) and the policies and management practices that clearly communicate ethical values to all civil servants and require all civil servants to adhere to the highest levels of justice and fairness (M_{14}), nevertheless; the correlation coefficient at .502 is considered a moderate uphill (positive) relationship. All correlations of variables in ethics management are significant at 0.01 level and they do not exceed .85 which means that there is not a problem of multicollinearity.

Table 4.26 Confirmatory Factor Analysis of Ethics Management

Ethics management	**Standardized Factor Loading**	**S.E.**	**C.R.**	**P-value**	**Squared Multiple Correlations (r^2)**
M_{11} Your organization consistently organizes legal-ethical compliance activities and practices that can enhance and promote the ethics of civil servants.	.791	.034	17.520	***	.627
M_{12} The leaders of your organization possess have ethical leadership and are role-models in terms of ethics.	.830	.035	18.594	***	.690
M_{13} The policies and management practices in your organization clearly communicate ethical values to all civil servants and require all civil servants to adhere to the highest levels of justice and fairness.	.672	.032	13.819	***	.452

Note. *** $p < 0.001$

Table 4.26 Confirmatory Factor Analysis of Ethics Management (continued)

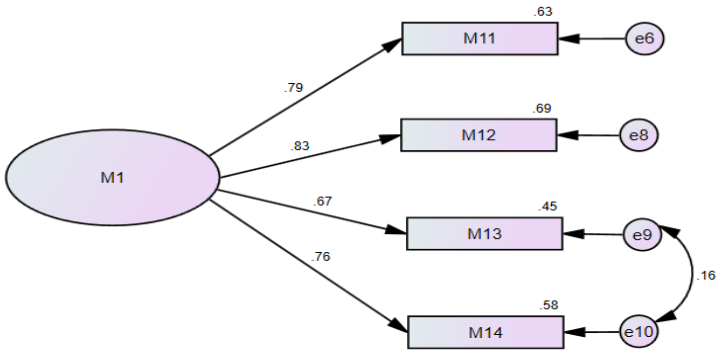
Ethics management	Standardized Factor Loading	S.E.	C.R.	P-value	Squared Multiple Correlations (r^2)
M_{14} Management systems in your organization can motivate civil servants to have trust and make them engage with the laws, regulations and social conventions that promote ethical standards.	.761	.032	16.407	***	. 579

Note. *** p < 0.001

According to Table 4.26, the ethics management factor significantly correlated with the underlying factors (p<0.001). All items (M_{11} – M_{14}) have large positive loadings on ethics management. The largest standardized factor loading (.830) can be seen in the item M_{12} which is about having leaders in an organization who have ethical leadership and are the role-models in terms of ethics. The overall model fits the empirical data (figure 4.6), as the fit indices shown in Table 4.27 were all at an acceptable value ($\chi 2/df$ <3.00, p-value of $\chi 2$>0.05, GFI, AGFI, CFI> 0.9, Standardized RMR<0.08 and RMSEA< 0.06).

Table 4.27 Confirmatory Factor Analysis of Ethics Management

Fit indices	Recommended value	Measurement model
$\chi 2/df$	< 3.00	.095
p-value of $\chi 2$	> 0.05	.757
GFI	> 0.90	.999
AGFI	> 0.90	.988
CFI	> 0.95	1.000
Standardized RMR	< 0.08	.001
RMSEA	< 0.06	.000



Chi-square = 0.1, Chi-square/df = .796, df = 1
p = .757, GFI = .999, RMSEA = .000

Figure 4.6 CFA of Ethics Management

Table 4.28 Correlation matrix for variables in Ethical Culture (M_2)

Variables	M_{21}	M_{22}	M_{23}	M_{24}
M_{21}	1			
M_{22}	.621**	1		
M_{23}	.597**	.596**	1	
M_{24}	.594**	.641**	.568**	1

**Correlation is significant at the 0.01 level.

From table 4.28, it can be seen that the coefficient correlations between factors in ethical culture range from .568 - .641. All correlations are significant at 0.01 level and they do not exceed .85 from which it can be assumed that there will not be a problem of multicollinearity (Kline, 2005).

We can see the highest correlation between the fact that the organization provides normative guidelines for ethical conduct and obeys the law and disciplinary proceedings (M_{22}) and the fact that the organization has a set of core values that promotes fairness and enhances ethical behavior among the members of the organization. (M_{21}). Though all correlation coefficients suggest a high strength of association, the lowest positive correlation (.568) can be found in the relationship between the fact that organizations make civil servants realize the value that they have

towards the organization and aim at fostering and facilitating the well-being of civil servants (M_{23}) and the fact that the organization uses the ethical commitment and standards as core values of the organization (M_{24}).

Table 4.29 Confirmatory Factor Analysis of Ethical Culture

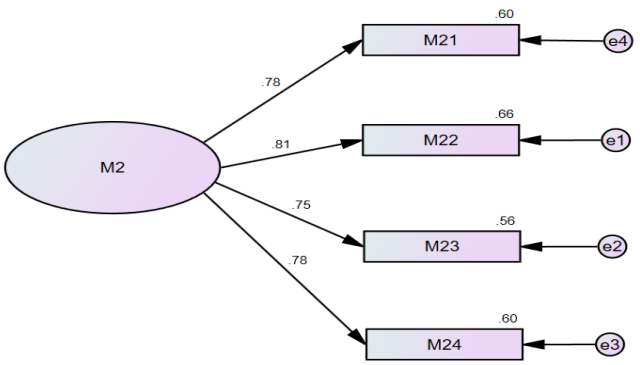
Ethical Culture	Standardized Factor Loading	S.E.	C.R.	P-value	Squared Multiple Correlations (r^2)
M_{21} Your organization has a set of core values that promote fairness and enhances ethical behavior among the members of the organization.	.775	.035	17.250	***	.601
M_{22} Your organization provides normative guidelines for ethical conduct and obeys the law and disciplinary proceedings.	.809	.030	18.303	***	.655
M_{23} Your organization require civil servants to realize the value that they have towards the organization and your organization aims at fostering and facilitating the well-being of civil servants.	.745	.033	16.335	***	.555
M_{24} Your organization uses the ethical commitment and standards as core values of the organization.	.776	.039	17.270	***	.602

Note. *** $p < 0.001$

According to Table 4.29, the ethical culture factor can be explained by the underlying factors (p<0.001). All items M_{21} – M_{24} have large positive loadings on ethical culture. The largest standardized factor loading (.809) can be seen in the item about the fact that the organization provides normative guidelines for ethical conduct and obeys the law and disciplinary proceedings (M_{22}). The overall model closely fits the empirical data l (figure 4.7), as the fit indices shown in Table 4.30 were all at an acceptable value ($\chi 2/df$ <3.00, p-value of $\chi 2$>0.05, GFI, AGFI, CFI> 0.9, Standardized RMR<0.08 and RMSEA< 0.06).

Table 4.30 Goodness-of-Fit Indices of Model for Ethical Culture

Fit indices	Recommended value	Measurement model
$\chi 2/df$	< 3.00	.952
p-value of $\chi 2$	> 0.05	.385
GFI	> 0.90	.998
AGFI	> 0.90	.988
CFI	> 0.95	1.000
Standardized RMR	< 0.08	.005
RMSEA	< 0.06	.000



Chi-square = 1.904, Chi-square/df = .982, df = 2
p = .416, GFI = .385, RMSEA = .000

Figure 4.7 CFA of Ethical Culture

Table 4.31 Correlation matrix for variables in Good Governance (Y)

Variables	Y_1	Y_2	Y_3	Y_4	Y_5	Y_6
Y_1	1					
Y_2	.675**	1				
Y_3	.740**	.647**	1			
Y_4	.745**	.655**	.799**	1		
Y_5	.678**	.645**	.700**	.730**	1	
Y_6	.629**	.671**	.688**	.698**	.695**	1

** Correlation is significant at the 0.01 level.

From Table 4.31 it can be seen that the coefficient correlations between factors in good governance range from .655 - .799. We can see the highest correlation (.799) between the rule of law (Y_3) and responsibility (Y_4). All correlations are significant at 0.01 level and they do not exceed .85. Therefore, multicollinearity problem doesn't exist (Kline, 2005) and the data can be further analyzed.

Table 4.32 Confirmatory Factor Analysis of Good Governance

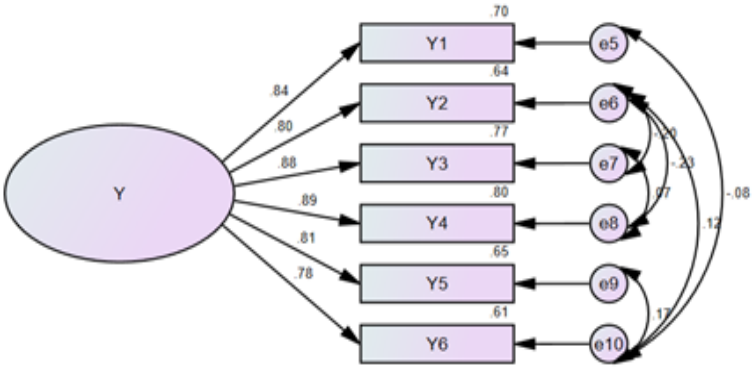
Factors	**Standardized Factor Loading**	**SE**	**t-test**	**P-value**	**Squared Multiple Correlations (r^2)**
Transparency (Y_1)	.839	.024	20.011	***	.613
Participation (Y_2)	.802	.030	17.925	***	.652
Rule of Law (Y_3)	.877	.023	20.831	***	.798
Responsibility (Y_4)	.893	.024	21.511	***	.768
Effectiveness (Y_5)	.808	.026	19.964	***	.643
Responsiveness (Y_6)	.783	.027	17.417	***	.704

Note. *** $p < 0.001$

According to Table 4.32, the good governance factor significantly correlated with the underlying factors ($p<0.001$). All Y_1 – Y_6 have large positive loadings on good governance. The largest standardized factor loading (.815) can be seen in responsibility (Y_4). The overall model closely fits the data (Figure 4.8), as the fit indices shown in Table 4.33 were all at an acceptable value ($\chi 2/df$ <3.00, p-value of $\chi 2$>0.05, GFI, AGFI, CFI> 0.9, Standardized RMR<0.08 and RMSEA< 0.06).

Table 4.33 Goodness-of-Fit Indices of Model for good governance

Fit indices	Recommended value	Measurement model
χ2/df	< 3.00	.408
p-value of *χ2*	> 0.05	.747
GFI	> 0.90	.999
AGFI	> 0.90	.993
CFI	> 0.95	1.000
Standardized RMR	< 0.08	.001
RMSEA	< 0.06	.000



Chi-square = 1.225, Chi-square/df = .408, df = 3
p = .747, GFI = .999, RMSEA = .000

Figure 4.8 CFA of Good Governance

4.3 Data preparation

4.3.1 Reliability and Validity

Reliability allows us to assess the consistency of a measurement. In order to have valid results, the measurement needs to be reliable. The reliability of measurement is about the precision of the instrument which is able to give the same repeated results under the same conditions. For the measure to be reliable, Babbie (2007) indicated that the precision of the measurement should be reliably consistent with Cronbach's alpha coefficient and not exceed the threshold of 0.70. In this research, all constructs have high reliability with the Cronbach's alpha coefficient between 0.845 - 0.961 (table 4.34).

In terms of validity, the measurement should be able to actually measure what it is intended to measure. In this study, the validity of each construct is studied. Construct validity will prove that a test which should be able to measure a particular construct can really measure that construct. This study will use both convergent and discriminant validity to examine construct validity. Convergent validity takes two measures that are supposed to be measuring the same construct and shows that they are related. There are several ways to measure convergent validity, one of them is to check Average Variance Extracted (AVE) and the composite reliability (CR) (Hair, Anderson, Tatham, & Black, 1998). The majority of researchers recommend the use of factor loadings obtained from a confirmatory factor analysis (CFA) to calculate AVE and CR. AVE means the average amount of variance in variables that a construct aims to explain. The composite reliability (CR) is a less biased estimation of reliability than Cronbach's Alpha. CR is analyzed by the combination of all variances and covariances in the composite of variables related to constructs, and by dividing this sum by the total variance in the composite. AVE should be higher than 0.5 and CR should be higher than 0.7 for all constructs (Fornell & Larcker, 1981). Therefore, AVE and CR of all constructs in this study are found to be at acceptable rate (Table 4.34). The formulas of AVE and CR of constructs are as follows:

$$AVE = \frac{\sum \lambda^2}{n}$$

$$CR = \frac{(\sum \lambda)^2}{(\sum \lambda)^2 + \sum \varepsilon}$$

Figure 4.9 AVE and CR formula

λ = factor loading to an indicator which represents simple correlation between the item and its construct, n = number of items, $\varepsilon = 1 - \lambda^2$ = the error variance of standardized indicator

Table 4.34 Reliability of constructs (Cronbach's alpha) and Construct Validity (Convergent Validity and Discriminant Validity)

Constructs	Factor loadings (λ)	Reliability Cronbach's alpha coefficient	Convergent validity		Discriminant validity	
			CR ≥0.6	AVE ≥ 0.5	MSV <AVE	ASV <AVE
Recruitment and Selection (X_1)	X_{11} = 0.706 X_{12} = 0.804 X_{13} = 0.778 X_{14} = 0.694 X_{15} = 0.709	0.870	0.875	0.546	0.313	0.206
Compensation and Rewards (X_2)	X_{21} = 0.566 X_{22} = 0.884 X_{23} = 0.753 X_{24} = 0.804 X_{25} = 0.602	0.845	0.847	0.509	0.318	0.193
Training and Development (X_3)	X_{31} = 0.639 X_{32} = 0.756 X_{33} = 0.777 X_{34} = 0.840 X_{35} = 0.819	0.873	0.890	0.614	0.434	0.320
Laws and Discipline (X_4)	X_{41} = 0.668 X_{42} = 0.804 X_{43} = 0.792 X_{44} = 0.840 X_{45} = 0.819	0.889	0.889	0.616	0.461	0.328
Ethical Management (M_1)	M_{11} = 0.791 M_{12} = 0.830 M_{13} = 0.672 M_{14} = 0.761	0.878	0.882	0.583	0.524	0.291
Ethical Culture (M_2)	M_{21} = 0.775 M_{22} = 0.809 M_{23} = 0.745 M_{24} = 0.776	0.870	0.868	0.609	0.579	0.323
Good Governance (Y)	Y_1 = 0.839 Y_2 = 0.801 Y_3 = 0.876 Y_4 = 0.893 Y_5 = 0.807 Y_6 = 0.782	0.961	0.932	0.693	0.627	0.397

Note. CR = Composite Reliability, AVE = Average Variance Extracted, MSV = Maximum Shared Variance and SAV = Shared Average Variances

In terms of discriminant validity, variables should associate more with each other in their parent factor than with those in other constructs. Thus, MSV (Maximum Shared Variance), which is the square of the highest correlation coefficient between constructs, and ASV (Average Shared Variance), which is the mean of the squared correlation coefficients between constructs, are calculated to see if there is a discriminant validity. Thus, the correlation coefficient between constructs in table 4.4.2 was established to calculate MSV and ASV. To have discriminant validity, the values of MSV and ASV should be less than those of AVE (Hair, 2010). Discriminant validity in this study was established in each construct and the values of MSV and ASV are less than the values of AVE (Table 4.35).

Table 4.35 the correlation coefficient between constructs

		R	C	TR	LA	EC	ECM	GG
R	Pearson Correlation	1	.409**	.560**	.505**	.381**	.343**	.493**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	400	400	400	400	400	400	400
C	Pearson Correlation	.409**	1	.564**	.483**	.344**	.393**	.412**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	400	400	400	400	400	400	400
TR	Pearson Correlation	.560**	.564**	1	.629**	.468**	.495**	.659**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	400	400	400	400	400	400	400
LA	Pearson Correlation	.505**	.483**	.629**	1	.598**	.518**	.679**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	400	400	400	400	400	400	400
EC	Pearson Correlation	.381**	.344**	.468**	.598**	1	.724**	.792**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	400	400	400	400	400	400	400
ECM	Pearson Correlation	.343**	.393**	.495**	.518 **	.724**	1	.667**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	400	400	400	400	400	400	400
GG	Pearson Correlation	.493**	.412**	.659**	.679**	.761**	.659**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	400	400	400	400	400	400	400

**. Correlation is significant at the 0.01 level (2-tailed).

4.3.2 Normality of data

Normality tests are analyzed to prove whether a data set is in the normal distribution. The tests for normality distribution of data take into account two indicators which are Skewness and Kurtosis. A normal distribution has skewness and excess kurtosis of 0, so if the distribution is close to those values then we can assume that it is probably close to normal.

Skewness indicates the amount and direction as a measure of the asymmetry of the probability of the data distribution. It can be said that skewness can tell whether the distribution's shape is asymmetric or skewed to one side. Kurtosis tells the height and sharpness of the central peak of data sets. The normality of the data is established if the two indicators range within +2 and -2 (Trochim & Donnelly, 2006 and George & Mallery, 2010). According to table 4.36, most of variables did not violate the univariate assumption as we can see that Skewness and Kurtosis values ranged between -0.201 to 0.491. Thus, it can be concluded that all variables in this study have normal distribution.

Table 4.36 Normality testing (Skewness + Kurtosis)

Variables	Skewness	Kurtosis
Recruitment and Selection	0.110	-0.201
Compensation and Rewards	0.164	0.368
Training and Development	0.081	0.491
Laws and Discipline	-0.095	0.193
Ethical culture	0.077	0.409
Ethics management	0.422	0.457
Good Governance	-0.108	0.303

4.3.3 Multicollinearity

Multicollinearity problems occur when there are very high intercorrelations or inter-associations among independent variables (Lauridsen & Mur, 2006).

Multicollinearity undermines the statistical significance of an independent variable. The coefficient estimates become very sensitive to small changes in the model when independent variables are correlated. Multicollinearity problems indicate that changes in one variable are related to shifts in another variable. Multicollinearity will lower the precision of the estimate coefficients which will reduce the efficiency of the measurement.

Multicollinearity can be examined by the Tolerance and the Variance Inflation Factors (VIF) which are two collinearity diagnostic factors. If the value of Tolerance is less than 0.2 or 0.1 and, simultaneously, the value of VIF is above 10, the problem of multicollinearity occurs. The results in Table 4.37 VIF ranged between 1.577 to 2.791. All observed variables did not exceed the reference value. Therefore, all variables were not violated multicollinearity.

Table 4.37 Multicollinearity (collinearity statistics)

Variables	**Collinearity Statistics**	
	Tolerance	**VIF**
Recruitment and Selection	0.634	1.577
Compensation and Rewards	0.643	1.555
Training and Development	0.450	2.220
Discipline	0.462	2.163
Ethical Culture	0.358	2.791
Ethics Management	0.392	2.552

4.4 Path analysis

After the author had prepared the data, it was found that multicollinearity was not detected, constructs have acceptable reliability and validity and the assumption of normality of data distribution was not violated. Path coefficients were calculated based on the hypothesized model in the form of an over identified model (figure 4.10). The author identified the abbreviation of variables as follows:

R means Recruitment and Selection

C means Compensation and Rewards

TR means Training and Development

LA means Laws and Discipline

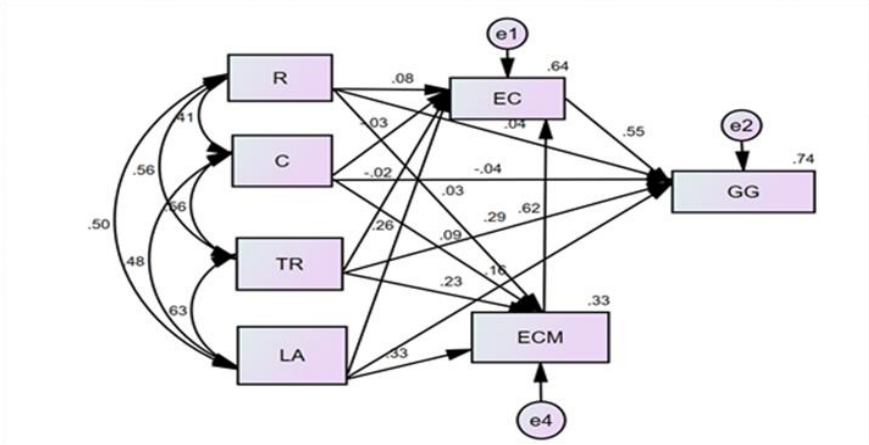
ECM means Ethics Management

EC means Ethical Culture

GG means Good Governance

4.4.1 Model estimation

The assessment of the hypothesized model focuses on answering the research's hypotheses. Thus, an input path diagram which illustrates the hypothesized relationships was constructed. The data was analyzed using path analysis in AMOS 17.0. Recruitment and selection, compensation and rewards, training and development and laws and discipline are exogenous variables whereas ethics management and ethical culture are mediating variables. The model was examined. Then, non-statistically significant paths were deleted to get the final and the most parsimonious model.



Chi-square = 1.153, Chi-square/df = 1.153, df = 1, p = .283, GFI = .999, RMSEA = .019

Figure 4.10 Graphic display of the estimated path analysis model including non-significant parameter estimates

Table 4.38 Standardized regression weights for paths in the model, along with standard errors, critical ratios, and p-values.

Variables			Estimate (β)	S.E.	C.R. (t-value)	p-value	Results
ECM	<---	TR	.228	.055	3.810	***	significant
ECM	<---	LA	.330	.052	6.000	***	significant
ECM	<---	R	.026	.049	.508	.611	Non-significant
ECM	<---	C	.086	.042	1.683	.092	Non-significant
EC	<---	R	.082	.039	2.200	.028*	significant
EC	<---	LA	.263	.043	6.254	***	significant
EC	<---	C	-.031	.034	-.822	.411	Non-significant
EC	<---	TR	-.019	.045	-.435	.664	Non-significant
EC	<---	ECM	.616	.040	16.811	***	significant
GG	<---	TR	.294	.031	7.846	***	significant
GG	<---	LA	.164	.032	4.380	***	significant
GG	<---	R	.037	.028	1.166	.244	Non-significant
GG	<---	C	-.045	.024	-1.410	.158	Non-significant
GG	<---	EC	.552	.027	16.960	***	significant

Table 4.39 The goodness-of-fit indices of the path model

Fit indices	**Recommended value**	**Measurement model**
$\chi 2/df$	< 3.00	1.153
p-value of $\chi 2$	> 0.05	.283
GFI	> 0.90	.999
AGFI	> 0.90	.976
CFI	> 0.95	.999
Standardized RMR	< 0.08	.001
RMSEA	< 0.06	.019

Figure 4.10 presents the path model based on the hypothesized relationships. The figure includes the correlation statistics for the exogenous variables, the standardized regression weights for all non-trimmed paths, and the squared multiple correlation statistics for all mediating and endogenous variables. The Table 4.37 presents standardized regression weights for paths in the model, along with standard errors, critical ratios, and p-values. The model is a good fit with the empirical data as the indices revealed that $\chi 2/df$ =1.153, p=.283; AGFI=0.976; CFI=.999; SRMR=.001; RMSEA=.019 (table 4.38). The entire model accounted for 74% of the variance in the good governance of government agencies.

4.5 Hypotheses Testing

According to the path analysis model (figure 4.10) and the results of the path analysis with the standardized regression coefficients (table 4.38), the testing of the hypotheses is as follows:

4.5.1 Testing of Hypothesis 3: Recruitment and selection have positive direct effects on good governance.

The path model revealed that hypotheses 3 was not supported as recruitment and selection do not directly and significantly relate to the good governance of government agencies. Recruitment and selection showed an insignificant relation to good governance (β = .037, t = 1.116, p = .244).

4.5.2 Testing of Hypothesis 4: Compensation and rewards have positive direct effects on good governance.

This model posited that there is no direct effect of compensation and rewards on good governance. The path model indicated that hypotheses 4 was not supported as compensation and rewards showed a negative insignificant relationship to good governance (β = -.045, t = -1.410, p = .158)

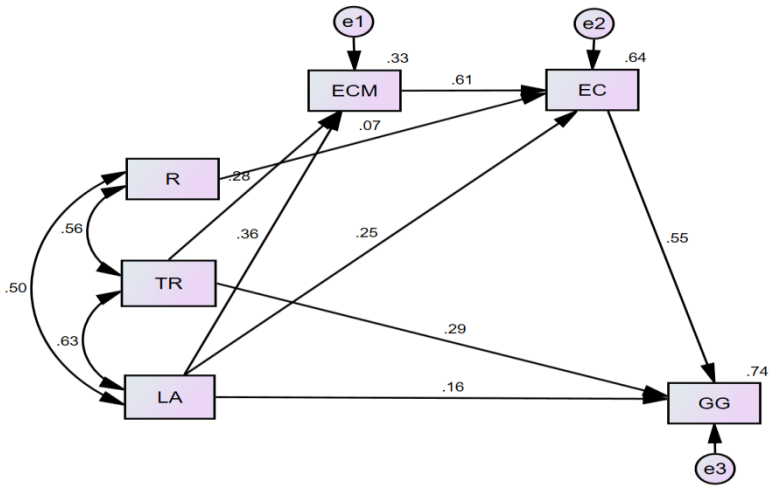
4.5.3 Testing of Hypothesis 5: Training and development have positive direct impacts on good governance.

This path model indicated that training and development have direct and positive impacts on good governance (β = .294, t=7.846, p < 0.001).

4.5.4 Testing of hypothesis 6: Law and discipline have positive direct impacts on good governance.

The path model supported this hypothesized relationship which illustrates the direct impact of laws and disciplines on good governance. Thus, hypothesis 6 is accepted as laws and discipline showed a direct positive significant relationship to good governance (β = .164, t = 4.380, p< 0.001).

In an attempt to find the most parsimonious model, the non-significant paths were removed. Then, the path model which included only significant path coefficients was established as the following figure:



Chi-square = 2.930, Chi-square/df = .732, df = 4, P = .570, GFI = .998, RMSEA = .000

Figure 4.11 Graphic display of the estimated path analysis of the model which includes only significant parameter estimates at p < 0.05

Table 4.40 Path coefficients including only significant parameter estimates at $p < 0.05$

Outcome variables	Predictor variables	Standardized coefficient estimate	S.E.	C.R. (t-value)	P-value
Good Governance (GG)	Training and Development (TR)	.289	.028	8.637	<0.001
	Law and Discipline (LA)	.162	.031	4.468	<0.001
	Ethical culture (EC)	.552	.027	16.961	<0.001
Ethical Culture (EC)	Recruitment and Selection (R)	.070	.037	2.010	<0.05
	Law and Discipline (LA)	.247	.040	6.363	<0.001
	Ethics Management (ECM)	.607	.039	17.107	<0.001
Ethics Management (ECM)	Training and Development (TR)	.275	.049	5.211	<0.001
	Law and Discipline (LA)	.355	.050	6.712	<0.001

Table 4.41 The goodness-of-fit indices of the path model which includes only significant paths

Fit indices	Recommended value	Measurement model
$\chi 2/df$	< 3.00	.732
p-value of $\chi 2$	> 0.05	.570
GFI	> 0.90	.998
AGFI	> 0.90	.987
CFI	> 0.95	1.000
Standardized RMR	< 0.08	.003
RMSEA	< 0.06	.000

The model which included only significant paths (Table 4.41) has a good fit with the empirical data ($\chi 2/df$ =.732, p=.570; AGFI=0.987; CFI= 1.000; SRMR=.003; RMSEA=.000). The results were presented in figure 4.11 table 4.39 and table 4.40. In order to test mediation relationships, to get the most parsimonious and final model

and to assess direct, indirect and total effects, bias-corrected bootstrapping with 1000 random sample replacements is used to estimate the model parameters (Bollen & Stine, 1990; Shrout & Bolger, 2002). The results are presented in table 4.42.

Table 4.42 Bootstrapped standardized estimates and confidence intervals (95%) for the indirect, direct, and total effects of variables
Note. **p < .01

Outcome variables	**Effects**	**Recruitment and Selection (R)**	**Training and Development (TR)**	**Law and Discipline (LA)**	**Ethics Manage-ment (ECM)**	**Ethical Culture (EC)**
		Estimate (95% of bias-corrected CI Lower, Upper)				
Good Governance (GG)	Direct Effect	.000	.289** (.221, .361)	.162** (.095, .233)	.000	.552** (.474, .629)
	Indirect Effect	.039 p = 0.69 (-.003, .088)	.256** (.055, .138)	.256** (.198, .322)	.336** (.268, .407)	.000
	Total Effect	.039 p = 0.69 (-.003, .088)	.535** (.309, .451)	.418** (.329, .497)	.336** (.268, .407)	.552** (.474, .629)
Ethics Management (ECM)	Direct Effect	.000	.276** (.169,.376)	.355** (.243,.446)	-	.000
	Indirect Effect	.000	.000	.000	-	.000
	Total Effect	.000	.276** (.169,.376)	.355** (.243,.446)	-	.000
Ethical Culture (EC)	Direct Effect	.070 p = 0.84 (-.011, .156)	.000	.247** (.164, .334)	.608** (.522,.673)	-
	Indirect Effect	.000	.168** (.098, .240)	.215** (.152, .279)	.000	-
	Total Effect	.070 p = 0.84 (-.011, .156)	.168** (.098, .240)	.462** (.365, .551)	.608 (.522,.673)	-

Bootstrapping is typically an intensive statistical method that generates empirical estimates of population distribution. In other words, the goal of bootstrapping is to provide accurate statistical estimates. The idea of bootstrapping is to use data resamples as a surrogate population for the purpose of approximating given estimates. Using sampling with replacements, we will take samples of samples to compute the estimates that we are interested in. By doing this repeatedly, bootstrapping allows us to evaluate errors in our estimates.

The bootstrapping method is used because the indirect effect is itself often non-normal. Thus, 95% confidence intervals of the bootstrapping method have become the standard solution. According to Preacher and Hayes (2004), the bootstrapping method is a non-parametric test. As such, the bootstrap method does not violate assumptions of normality. As mentioned earlier bootstrapping involves repeatedly randomly sampling observations with replacements from the data set to compute the desired statistic in each resample, this method provides point estimates and confidence intervals by which one can assess the significance or non-significance of a mediation effect. Point estimates reveal the mean over the number of bootstrapped samples and if zero does not include in confidence intervals of the bootstrapping method, one can confidently conclude that there is a significant mediation effect to report.

From table 4.41 the results show that recruitment and selection do not have indirect effect on good governance as the upper and the lower bounds of 95 % of bias-corrected CI contain zero (-.003 - .088), the indirect effect is considered insignificant (p = 0.69). The results also reveal that recruitment and selection have no direct effect on ethical culture as the upper and the lower bounds 95 % of bias-corrected CI contain zero (-.011 - .156), the direct effect is thus insignificant (p = 0.84).

Training and development have a direct effect (CI = .221 - .361) and an indirect effect (CI = .055 - .138) on good governance as the bootstrap CIs are above zero. The results from table 5.1.6 also indicate that training and development have a direct effect (CI = .169 - .376) on ethics management and an indirect effect (CI = .098 - .240) on ethical culture.

Law and discipline have a positive direct effect (CI = .095 -.233) and an indirect effect (CI = .198 - .332) on good governance. The results reveal that law and

discipline have a direct effect (CI = .169 - .376) on ethics management. In terms of relationship ethical culture, law and discipline have a direct effect (CI = .164 - .334) and an indirect effect (CI = .365 - .551) on ethical culture.

Ethical management has an indirect effect (CI = .268 - .407) on good governance and a direct effect (CI =.522 - .673) on ethical culture whereas ethical culture has a direct effect (CI = .474 - .129) on good governance.

From bootstrapped standardized estimates and confidence intervals (95%) for the indirect, direct, and total effects of variables, the hypotheses testing is as follows:

4.5.5 Testing of Hypothesis 7: Training and development appear to indirectly influence good governance.

The results from table 4.41 showed that training and development have an indirect effect on good governance as the bootstrap CIs are above zero (CI = .055 - .138).

4.5.6 Testing of Hypothesis 8: Law and discipline appear to indirectly influence good governance.

The path model (figure 4.11) revealed that laws and discipline have an indirect impact on good governance as we can see from table 4.42 that the bootstrap CIs of indirect effect that laws and discipline have towards good governance do not contain zero (CI = .198 - .332).

According to figure 4.11 and the results in table 4.42 the author can observe the mediating role of ethics management and ethical culture. To further examine the hypothesized causal chain mediation, the author opted to use PROCESS macro which is an add-on program in SPSS developed by Andrew F. Hayes to test for Serial Multiple Mediation (SMM). This allows us to see how variables in casual chain mediation would impact upon each other. According to Hayes (2013), the macro PROCESS (model 6) provides the bootstrap intervals when testing for serial mediation with two mediators. Although AMOS can provide the total, direct and indirect effects for such models and the p values, using AMOS cannot determine the bootstrap intervals for a specific serial mediation model with two or more mediators

in the entire chain which consists of independent variable (IV), mediator1 (M1), mediator 2 (M2) and dependent variable (Y).

4.5.7 Testing of Hypothesis 9: Ethics management and ethical culture partially mediate the relationship between training and development and good governance.

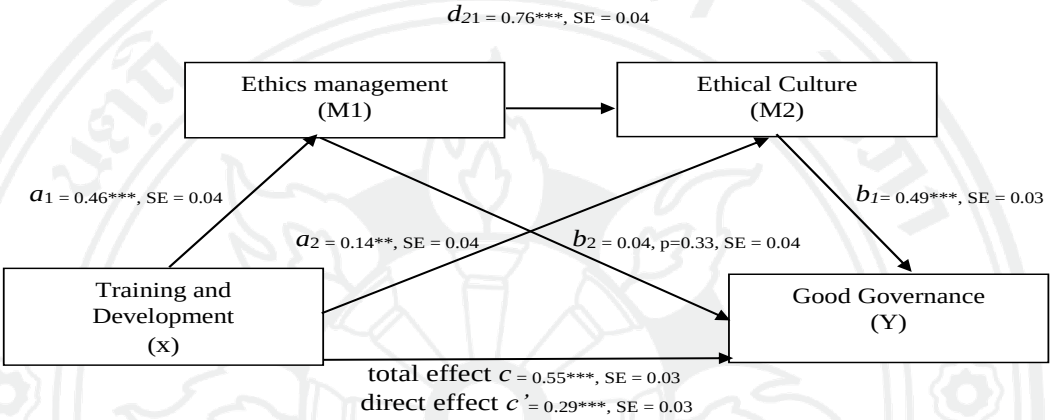


Figure 4.12 Path diagram illustrating direct effects and causal paths linking training and development with good governance (use macro PROCESS model 6)

Table 4.43 Path coefficients and indirect effects for mediation model

	Path coefficients			Completely standardized Indirect effects		
	to Ethics Management	to Ethical Culture	to Good Governance	Estimate (Effect)	SE	Bias-Corrected Bootstrap 95% Confidence Interval (lower bound and upper bound)
Training and Development (TR)	0.46***	0.14**	0.29***			
Ethics Management (ECM)		0.76***	0.04			
Ethical Culture (EC)			0.49***			
TR -> ECM -> GG				.02	.03	-.02, .07
TR -> EC -> GG				.08	.03	.03,.13
TR -> ECM -> EC -> GG				.20	.03	.15, .25

Note. ***p < .001, **p < .01, *p < .05

From Figure 4.11 training and development served as the first (or independent) variable, while ethical management and ethical culture are the mediators in that order. Good governance is a/the dependent variable. The casual chain model was established to evaluate whether ethics management and ethical culture mediate the relationship between training and development and good governance.

In this mediation model, partial mediation happens because the total indirect effect is significantly greater than zero, or that c', direct effect, (coefficient = 0.29, P<0.001) is significantly less than c, total effect, (coefficient = 0.55, P < 0.001). Thus, the indirect effect of training and development on good governance was partially mediated by ethical management and ethical culture. The total indirect effect of training and development towards good governance through ethics management (M1) and ethical culture (M2) is statistically significant (coefficient = 0.20, 95% CI = 0.15 – 0.25).

It is interesting to note that ethical culture alone can mediate the relationship between training and development and good governance (TR -> EC -> GG) because the indirect effect is statistically significant (coefficient = 0.08, 95% CI = .03 – .13). Meanwhile, the indirect effect of training and development on good governance through ethics management (TR -> ECM -> GG) is statistically insignificant as 95% CI include zero (-.02 – .07).

The path diagram (Figure 4.11) and the path coefficients and indirect effects for mediation model (Table 4.42) revealed that ethics management (M1) and ethical culture (M2) mediate the relationship between training and development and good governance as the bootstrap CIs of indirect effect do not contain zero (CI = .15 - .25). This means the indirect effect of training and development on good governance through ethics management (M1) and ethical culture (M2) is statistically significant. These/This results confirmed that there was a subsequent mediation of the ethics management and ethical culture between training and development towards good governance. Though ethics management did not have a significant direct impact on good governance, ethics management did enhance the high levels of training and development and ethical culture which in turn lead to a higher level of good governance. In the mediation model (Figure 4.11), we can see that the greatest effect happens in the model when the path of relationship starts from training and development to ethics management to ethical culture and to good governance (TR -> ECM -> EC -> GG).

4.5.8 Testing of Hypothesis 10: Ethics management and ethical culture partially mediate the relationship between law and discipline and good governance.

To test the hypothesis 10, the mediating role of ethics management and ethical culture is studied. Therefore, the path diagram that illustrates the direct effects and causal paths that link law and discipline to good governance through ethics management and ethical culture show how variables impact upon each other (Figure 4.13).

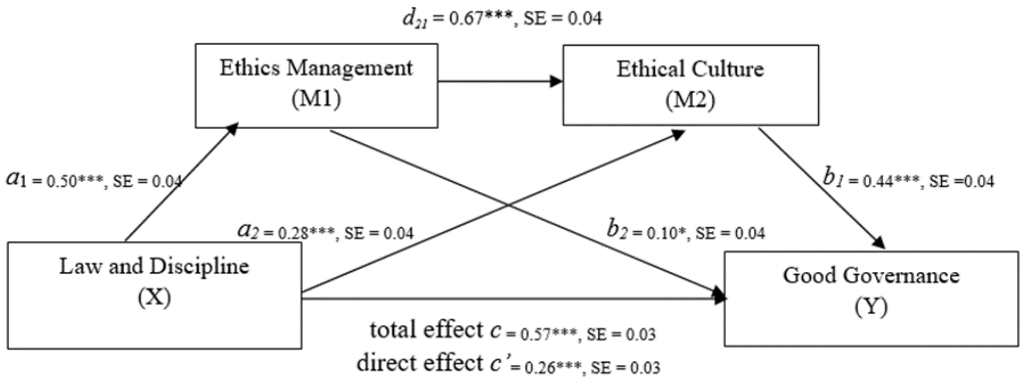


Figure 4.13 Path diagram illustrating direct effects and causal paths linking law and discipline with good governance (use macro PROCESS model 6).

Table 4.44 Path coefficients and indirect effects for mediation model

	Path coefficients			Completely standardized Indirect effects		
	to Ethics Management	to Ethical Culture	to Good Governance	Estimate	SE	Bias-Corrected Bootstrap 95% Confidence Interval (lower bound and upper bound)
Law and Discipline (LA)	0.50***	0.28***	0.26***			
Ethics management (ECM)		0.67***	0.10*			
Ethical Culture (EC)			0.44***			
LA -> ECM -> GG				.05	.03	-.003, .109
LA -> EC -> GG				.15	.03	.10, .20
LA -> ECM -> EC -> GG				.17	.02	.13, .21

Note. ***p < .001, **p < .01, *p < .05

From the results in Figure 4.13 and Table 4.44 it is evident that ethics management and ethical culture mediate the relationship between the law and

discipline towards good governance because the bootstrap CI is above zero (coefficient = 0.17, 95% CI = 0.13 – 0.21). The total indirect effect of law and discipline towards good governance through ethics management (M1) and ethical culture (M2) is statistically significant. In this mediation model (Figure 4.12), partial mediation occurs because total the indirect effect is significantly greater than zero, or that *c′*, direct effect, (coefficient = 0.26, P<0.001) is significantly less than *c*, total effect, (coefficient = 0.57, P<0.001). Therefore, the indirect effect of law and discipline on good governance was partially mediated by ethical management and ethical culture. Hypothesis 10 is thus accepted.

From the results, it is interesting to see that ethical culture alone can mediate the relationship between law and discipline towards good governance (LA -> EC -> GG) because the indirect effect is statistically significant (coefficient = .15, 95% CI = .10 – .20). The indirect effect of law and discipline towards good governance through ethics management (LA -> ECM -> GG) is statistically insignificant as 95% CI includes zero (-.003 – .109). The result also showed that with the high level of law and discipline, ethics management have direct effect on good governance. However, ethics management alone cannot mediate the relationship between laws and discipline and good governance.

Table 4.45 Summary of Hypothesis Testing

	Hypotheses	Result
H1	The level of perception of HRM is high and fits in with the empirical data.	Accept
H2	The level of perception of Good Governance is high and fits in with the empirical data.	Accept
H3	Recruitment and Selection have positive direct effects on good governance.	Reject
H4	Compensation and rewards have positive direct effects on good governance.	Reject
H5	Training and development have a positive direct impact on good governance.	Accept

Table 4.45 Summary of Hypothesis Testing (continued)

	Hypotheses	Result
H6	Law and discipline have a positive direct impact on good governance.	Accept
H7	Training and development appear to indirectly influence good governance.	Accept
H8	Law and discipline appear to indirectly influence good governance.	Accept
H9	Ethics management and ethical culture partially mediate the relationship between training and development and good governance.	Accept
H10	Ethics management and ethical culture partially mediate the relationship between law and discipline and good governance.	Accept

4.6 Opinions from open-ended questions

In this section the answers from the open-ended questions are summarized the civil servants were asked about how HRM can enhance good governance in the Thai civil service and what HRM factors in their organizations build up good governance. Their answers are summarized as follows:

Table 4.46 Opinions on how HRM can enhance good governance in the Thai civil service

Opinions	**Frequency of answered topics**	**Percentage of answer**
1. Having efficient, transparent, equitable and accountable public workforce management	312	25.57
2. Strengthening the rules of law related to HRM practices	280	22.95
3.Raising the awareness of regulations and respecting the rules and regulations of HRM practices	142	11.63
4. Creating a good understanding and relationship between executives and the civil servants who are the frontline implementers and clear roles and responsibilities within the organization.	131	10.73
5. Supporting merit-base management practices and good ethical leadership in the organization	120	9.83
6. Emphasizing ethics development strategies and programs for civil servants	84	6.88
7. Supporting the effectiveness of civil servant performance (providing training courses or encouraging academic development by offering scholarships)	64	5.24

Table 4.46 Opinions on how HRM can enhance good governance in the Thai civil service (continued)

Opinions	Frequency of answered topics	Percentage of answer
8. Using HRM functions to support team working systems	42	3.44
9. Establishing an HRM strategic plan to improve the efficiency of workforce	22	1.80
10. Encouraging civil servants to take part in decision making and to make them feel a part of the organization in order to increase their loyalty towards the organization.	15	1.22
11. Using an orientation and probation period to strengthen the values of ethics and codes of conducts of civil servants.	8	0.65
Total	**1,220**	**100**

4.6.1 Opinions about how HRM can enhance good governance in Thai civil service

The respondents were asked to give opinions about how HRM can enhance good governance in the Thai civil service. Most respondents indicated that HRM can enhance good governance by making the management of public workforce efficient, transparent and accountable. A number of them suggested that following the rule of law and raising the awareness of regulations in HRM can initiate good governance practices. The overall opinions are presented in Table 4.45.

4.6.2 Opinions about HRM factors that can build up good governance in an organization

Most of the respondents indicated that HRM factors that can create good governance derive from the ethical dimensions in HRM practices. A number of them stated that the ethical behavior of leaders or high-ranking officials is important. Sanctions and punishment are also effective factors that can maintain good governance in the organization. The overall answers are presented in Table 4.46

Table 4.47 Opinions about HRM factors that can build up good governance in an organization

Opinions	Frequency of answered topics	Percentage of answer
1. Developing HRM strategies that support and develop the capacity and performance of civil servants.	219	25.31
2. Focusing on the transparency of HRM procedures	162	18.75
3. Providing HRM plans that will enable government agencies to manage civil servants and to achieve the key objectives of their duties.	157	18.15
4. Providing training courses on ethical matters	89	10.28
5. Developing leadership competencies	52	6.01
6. Increasing integrity and transparency in every HRM practice	48	5.54
7.Defining clear goals, visions and accountabilities of organizations and following them	41	4.73
8. Enforcing the rules and regulations and making civil servants realize and respect those rules and regulations.	29	3.35
9. Emphasizing performance evaluation	11	1.27
10. Retaining competent workers	9	1.04
11. Developing the moral standards of civil servants	8	0.9
12. Applying information technology systems to improve the relevant HRM practices	7	0.81
13. Providing equal opportunities for civil servants to have self-development plans	1	0.11
14. Maintaining fairness and merit-based procedures in selecting and recruiting personnel.	1	0.11
Total	**865**	**100**

4.7 Findings from the Qualitative Analysis Results

Though the quantitative methodology is the main method the author used in analyzing research information gathered from the empirical survey, qualitative methodology is adopted to reaffirm and extend the understanding of the research findings. The objective of qualitative research is to understand the relationship that

human resource management practices which are recruitment and selection, compensation and rewards, training and development and law and discipline have towards good governance. With the qualitative method, the specific and the divergent views of ethics management and the embedding of ethical culture in organizations are also explored.

Conducting interviews with HR experts and professionals is the most effective way to get insight information of these phenomena. The in-depth interview is the most appropriate for collecting data on individuals' opinions, perspectives, and experiences, particularly when sensitive information and topics are being studied (Denzin & Lincoln, 2000). In this research, the author used the method of in-depth interview for gathering the data. The purposive sampling method is used to select interviewees. Purposive sampling is used in qualitative research to identify and select individuals or groups of individuals who are experts, involved, knowledgeable and experienced with a topic or a situation of interest (Cresswell & Clark, 2011). Guest, Bunce, and Johnson (2006) found that 12 interviews from a homogenous group is required to reach the saturation of information needed.

Thus, for the validation and the trustworthiness of qualitative data, 12 civil servants were interviewed. They are in knowledge worker, managerial and executive positions and responsible for recruitment and selection, compensation and rewards, training and development, law and discipline, good governance practices and ethical promotion and merit protection work. To obtain reliability and validity of the data, the author used the same set of question with each of them.

4.7.1 Results of in-depth interviews

The interview questions are related to their responsibilities, experiences, and perspectives of good governance practices in the civil service, the roles of HRM in enhancing good governance in the civil service, the ethical control in HRM practices, and opinions towards ethics management in organizations, and the ethical culture and the processes that allows this culture to be embedded in organizations. All informants were asked the same set of questions as follows:

1. How HRM practices that are involved in your work and responsibilities can relate to good governance in the civil service?

2. From your perspective, how HRM practices can enhance the good governance and through what channels can HRM create and carry on the practices of good governance?

3. In the context of the Thai civil service, do you believe that the HRM practices can encourage ethics management and embed the ethical culture in your organization?

4. From your experience, would you agree that through ethical culture embedded in your organization, HRM practices can enhance good governance? And why do you think that?

4.7.1.1 Analysis of responses based on question 1

The first question aims to ask about the relationship between HRM practices that are involved in the informants' responsibilities and good governance in the Thai civil service. All interviewees are civil servants in expert positions. They work in different fields of HRM functions.

The first informant is an expert in recruitment and selection. He has been working in the field of recruitment and selection for more than 15 years. He said that the legal mechanism of the Civil Service Act 1992 formulated a recruitment and selection framework which incorporated merit-based recruitment.

He said that:

> *"According to my experiences, the recruitment and selection process needs to guarantee that all candidates will be treated fairly and equally at every stage of the recruitment and selection process. The aim is to guarantee, or to ensure, that the procedure is fair and transparent. That is our authority as a central regulator of recruitment and selection mechanism in the civil service. It is obvious that fairness and equity are the core values of the recruitment and selection policy. All recruitment and selection procedures and even any basic techniques must be standardized. Thus, it can be said that the overall*

mechanism of recruitment and selection itself consists of the principles of good governance. The recruitment and selection practices and functions are based on the merit principles, equity, fairness and participation which are dimensions and elements of good governance. However, to have efficient good governance at the organizational level, the holistic functions of HRM need to be incorporated."

The second informant who has been in recruitment and selection field for 25 years reported that:

"The goal of recruitment and selection in the Thai civil service is to find people who are capable of delivering public services. They must be thus competent to perform their given jobs. As the civil service is required to be a role model in all aspects of integrity, the merited-based recruitment and selection process is adopted to ensure that all procedures and regulations are standardized."

"The Civil Service Act procedures have defined the roles and responsibilities of officers who are involved in the process of recruitment and selection. In the process of recruitment and selection, the openness of communication and the transparency of information play a significant role. The candidates and the public must be able to access all useful information for recruitment and selection including the results of the examination. All information about the jobs, the process and the criteria of recruitment and selection are announced to the general public"

"In recruitment and selection functions, laws and regulations must be abided by all government agencies. The legal framework makes all HR units in different government agencies respect the same standard of merit principles so that we can prevent a patronage system and

increase the good governance level with recruitment and selection."

"The ethics of professionalism are integrated in the recruitment and selection process, for example, those committee members who conduct the assessment and have personal links to any of the applicants must exclude themselves from being panel members. Those committee members who do not follow these procedures and violate the regulations can be investigated and have to face the disciplinary proceeding, for example."

"But it should be of the utmost importance to investigate how government agencies perform in this area, because we decentralize the recruitment and selection process. And the ethical behavior of bureaucrats is a key component of good governance in governmental organizations. Even though recruitment and selection tools can predict the bahvioural tendencies, they may not have an impact on management environment in which unethical behaviour can develop. You see what I mean? Though recruitment and selection practices are grounded on merit principles, it does not guarantee that the effective good governance will truly happen."

Informants 3 and 4 are specialized in compensation and rewards systems. They have shared the same points of view that the compensation and reward system refer to all the employer's available tools that may be used to attract, retain, motivate and satisfy employees. Appropriate rewards which are financial and non-financial can motivate employees, enhance innovativeness, influence the effectiveness of managing human resources and improve perceptions related to the effectiveness, efficiency of employees and the performance of the organization which can bring about good governance in government agencies. Nevertheless, the 3rd informant whose duties involve the analysis of job description and remuneration said that:

> *"In terms of compensation and rewards, Government is an employer and is responsible for the control of the economy. Thus, it is important for the government to maintain the balance between reasonable compensation for civil servants and its accountability for the monitoring of public expenditure on the civil service. The economic situation is one factor that we need to take into consideration. The compensation and rewards system for civil servants needs to understand and take into consideration the actual labor market. The value of financial compensation should be appropriately raised to the point where civil servants can obtain reasonable remuneration, appropriate living conditions and can effectively deliver public services.*

He emphasized that compensation and rewards in the civil service may not be as attractive and comparable to those in the private sector, but the fact that government raised the starting salary for bachelor degree's holders and provides secure benefits and a pension scheme can be one factor that attracts people to join the civil service. This can help to some extent prevent smart and talented personnel from leaving the civil service and administer the civil service in the most effective way. However, in the context of the Thai bureaucracy, and the high competitiveness of the labor market, the retention of high-performance workers depends on many other factors.

The 4th informant whose work deals with assessment, salary structure and remuneration, distinguished the terms of compensation and rewards and confirmed that the structure of compensation and rewards itself relies on equity and fairness which is one of the characteristics of good governance.

> *"Reward systems can actually enhance the sense of belonging to an organization. It is a kind of tool that can create and promote employees' commitment to the organization. The compensation, system includes both financial and non-financial approaches. The aim of the compensation system is to respond to the basic needs of*

employees. In the Thai civil service, the approaches that make compensation and rewards relevant to the principles of good governance are external equity, internal equity and individual equity approaches. So, we can see that the principles of compensation and rewards are based on equity and fairness."

She also noted that:

"The remuneration system and structure and the salary are based on the principles of transparency and equity. The performance and the responsibilities of public employees must correspond to the remuneration. That's is the reason why the remuneration scheme in the Thai civil service is fairly based on educational degrees and qualifications, job specifications and responsibilities according to the rank of positions. I believe that the remuneration system needs to be inspected and assessed regularly to see whether it can maintain its equity and justice and whether it can be competitively advantageous and can assure the growth and sustain the development of the organization.

She added that:

"In the Thai civil service, we can see that transparency in the remuneration and rewards system plays a vital role. It is the way that we make public servants realize that they are treated logically, fairly and equitably by the same standards. There are formal rules and regulations that allow civil servants to understand the meaning of their position rankings, the benefits that they will get according to their years of service. With rules and regulations governing the payroll system, all civil servants can understand clearly how the pay structure is managed."

She believes that all functions of HRM in civil service matters have legal frameworks, criteria, regulatory controls and ethics that contain the dimensions of

good governance, but in real practice, the way that these functions contribute to the creation of good governance depends on many other mechanisms which are embedded in the ethical values of people. She also mentioned that good governance needs to be implanted in every process of HRM in the civil service.

Informants 5 and 6 are both from the field of training and development. The 5th informant was an expert in training programs for executive and senior management. She affirmed that,

> *"Training and development can be used to build up the necessary knowledge and skills needed for specific tasks and jobs and also prepare and create the crucial competencies that are needed for more responsible jobs and duties of employees. For me, good governance is a learning curve and core values can be transmitted to civil servants at all levels in the form of training courses. We have produced a great number of well structured, intensive courses that cover most governance areas. The training and development procedures can communicate the value of good governance and sustain a climate of good governance in the civil service."*

Informant 6, who is an expert in competency assessment and training program development, noted that:

> *"The most important role in human resources management is to motivate and help employees to improve their performance (through employee training and development.) By investing in the performance and skills of people, the performance of the organization itself can be improved. Thus, training courses are necessary for civil servants at all levels. Training and development, if practiced in an accurate and effective way can certainly develop the competitiveness and the innovative creativity of the organization which can ultimately lead to outstanding*

performance in the organization. It definitely reflects good governance in the civil service."

According to their perspectives, we can see that when organizations offer organizational inducements in the form of developmental opportunities, employees become motivated to expand their efforts in order to benefit the organization. Training and development also focus on civil servants' career development, thus expanding individual, group and organizational effectiveness. A comprehensive training and development program help in providing the knowledge, skills and attitudes necessary values to achieve organizational goals and also to create good governance in the civil service.

Informant 7 is a legal officer, at the expert level. He works in the Bureau of Disciplinary Standards. He believed/stated that

"Disciplinary proceedings, rules and regulations can definitely enhance good governance and prevent misconduct in the civil service. Our authority is to advise government agencies in how to deal with the various types of misconduct. We also advise about rules and regulation that need to be applied and which relate to the process. We help in the investigation of alleged misconduct of civil servants. We are the central authority that considers the disciplinary action on punishment. Legal standards and discipline can definitely create good governance in the civil service as it can strengthen the disciplinary forces applied to all civil servants. Rules and regulations and disciplinary approaches can prevent misconduct in the civil service and their enforcement can effectively bring about good governance. Moreover, the disciplinary system can help government agencies to avoid vulnerable areas that can lead to misconduct."

It is obvious that the all departments of the civil service have also taken action to improve the disciplinary process according to the respective rules and

legislation. He said that this function is integrated into HRM to strengthen the disciplinary power/authority. When taking formal disciplinary action against a civil servant, the administration would follow procedures laid down in the Civil Service Act. This could help enforce and control the code of conduct of civil servants.

Informant 8, who is a legal officer working in the Bureau of Legal Affairs also referred to the legal and regulatory dimension in the same way.

He said that:

> *"Laws, rule and regulations are used to ensure the effective management of human resources which is defined in the Civil Service Act. We can say that there are many other laws that control the behaviour and conduct of the civil service. Actually, we can see that laws that related to civil service matters create standards that expect good conduct from civil servants."*

It is evident that the objective of law and disciplinary procedures is to maintain good governance. Law and discipline are the core value that supports good government and ensures the achievement of the highest possible standards in all that the Civil Service does.

Informant 9 is from the Ethics Promotion and Information Centre and informant 10 is human resource officer, senior professional level, who has been working in the area of merit protection.

Informant 9 stated that:

> *"The objective of ethics promotion, which is an approach of ethics management in the civil service, is to raise the standards of ethical conduct and behaviour of civil servants at all levels. The awareness of ethical conduct is thus encouraged which is essential to developing integrity. The code of ethics has its own enforcement. In the Thai civil service, it is compulsory that every government agency has an ethics committee whose work concentrates on the respect and the protection of codes of ethics. This committee can help protect the civil servants from the*

violation of ethics. Therefore, I am persuaded that an ethics management system in each organization will raise the level of ethics embedded both at the organizational level and individual levels, and this can effectively encourage the characteristics of good governance in government agencies."

He also added that:

"The rules, regulations, practices and policies which are relevant to the ethical standards of the Thai civil service aim at building up the morality, integrity and ethics awareness in all aspect of the civil service. All government agencies have set up their own "Clean and Transparent Commissions" and that is a good sign that we have been trying to manage the ethics of civil servants because we've created a number of training sessions, activities and programmes that help promote ethics in organizations."

His perspectives are in line with those of informant 10 who said that:

"The merit system principles in Thai civil service can encourage productive outcomes of work because it can help prevent the conflict of interest, corruption and other misconducts by civil servants. The rules and regulations are studied and analysed to maintain the merit protection system for civil servants. Civil servants need to comply with the merit system and its principles of ethical behaviour and that is where good governance originates. I mean that standards of ethical behavior and professional codes of conduct should be emphasized at all levels of civil servants."

Informants 11 and 12 are the directors of HR units in government agencies. They both have experience in HRM practices in government agencies for more than 10 years. Informant 11 suggested that

> "*In general, HRM policies and practices have a great potential and provide excellent/good opportunities to exercise an influence on governance and management. It is essential to uphold and respect the rules and regulations that are prescribed because this is the way to ensure that every practice related to HRM is operated on the basis of good governance. We can say that organizations can create and maintain good governance through human resource management practices. Good governance in the organization will ultimately lead to organizational sustainability. However, I do not believe that only one single component of HRM will be powerful enough to create good governance in civil service. The rule of law that distinguishes what is right and wrong and defines the legal framework in each HRM process is fundamental. The values and the compulsory codes of conduct that an organization communicates to employees are the most important things. And from my experience, I can say that ethical leadership is the force that can drive good governance in the civil service.*"

Informant 12 also recognized that her work in HRM fields can create good governance when regulations are followed. She also reported that:

> *"HRM practices and functions which have ethical standards as core values can establish and sustain good governance in the organization. In addition, it can create appropriate attitudes, behavior of members in the organization.*

All informants addressed those areas of their expertise in HRM practices which are based on good governance or contain good governance aspects. We can see that informants in the area of training and development, law and discipline, and ethics management and the fields related to ethical culture demonstrated quite clearly how

their work and their functions can create and promote good governance. Whereas informants in the areas of recruitment and selection and compensation and rewards and those who are responsible for HRM practices in government agencies confirmed that their roles and the mechanisms of their works have dimensions of good governance and their works are processed on the basis of good governance, but they are not sure whether these HRM practices can effectively and clearly promote good governance. They think that recruitment and selection, compensation and rewards may need holistic HRM functions and many other factors or components to bring about good governance. However, from question 1, there are common points of views in three emerged themes as presented in Table 4.47.

Table 4.48 Conclusion of emerged themes in question 1

Themes	Areas	Sample excerpts
1.Characteristics of Good Governance	1. Recruitment and Selection	- "The recruitment and selection practices and functions are based on merit principles, equity, fairness and participation which are dimensions and elements of good governance." (Informant 1) - "fairness and equity are the core values." (Informant 1) - "In the process of recruitment and selection, the openness of communication and the transparency of information play a significant role." (Informant 2)
	2. Compensation and Rewards	- "In the Thai civil service, the approaches that make compensation and rewards relevant to the principles of good governance are external equity, internal equity and individual equity approaches." (informant 4)

Table 4.49 Conclusion of emerged themes in question 1 (continued)

Themes	Areas	Sample excerpts
1. Characteristics of Good Governance	3. Training and Development	- "[…] good governance is a learning curve and core values can be transmitted to civil servants in all levels in a form of training courses." (Informant 5) - "The most important role in human resources management is to motivate and help employees to improve their performance (through employee training and development) and, by investing in the performance and skills of people, the performance of the organization itself can be improved" (Informant 6)
	4. Law and Discipline	- "[…] Rules and regulations and disciplinary approaches can prevent misconduct in the civil service and their enforcement can effectively bring about good governance" (Informant7) - "Actually, we can see that laws that relate to civil service matters create standards that expect good conduct from civil servants." (Informant 8)
	5. Ethics management	- "HRM practices and functions which have ethical standards as core values can establish and sustain good governance in the organization" (Informant 12) - "I am persuaded that an ethics management system in each organization will raise the level of ethics embedded both at the organizational level and individual levels, and this can effectively encourage good governance in government agencies." (Informant 9)
	6. Ethical culture	- "The policies which are relevant to ethical standards of the Thai civil service aim at building up the morality, integrity and ethics consideration of all aspects of the civil service" (Informant 9) - "The rules and regulations are studied and analysed to maintain the merit protection system for civil servants. Civil servants need to be complied with the merit system and principles of ethical behavior and that is where good governance originates […]." (Informant 10)

Table 4.50 Conclusion of emerged themes in question 1 (continued)

Themes	Areas	Sample excerpts
2. Regulatory framework	1. Recruitment and Selection	- "With the legal framework in recruitment and selection, we can ensure that our process is controlled and respects merit principles" (Informant 2) - Our authority as a central regulator of recruitment and selection mechanism in civil service is to ensure that government agencies treat candidates equally […]. (Informant 1)
	2. Compensation and Rewards	- "There are rules and regulations that allow civil servants to understand the reward policies of the organization." (informant4) - With rules and regulations governing the payroll system, all civil servants can understand clearly how the pay structure is managed." (informant 4)
	3. Training and Development	n/a
	4. Law and Discipline	- "Disciplinary proceedings, rules and regulations can definitely enhance good governance and prevent misconduct in the civil service" (Informant 7) - "Laws, rule and regulations are used to ensure the management of human resources which is defined in the Civil Service Act. We can say that there are many other laws that control the behaviour and conduct of the civil service." (Informant 8)
	5. Ethics management	- "The rules, regulations, practices and policies which are relevant to the ethical standards of the Thai civil service aim at building up the morality, integrity and ethics awareness in all aspects of the civil service." (Informant9) - "The rules and regulations are studied and analysed to maintaining the merit protection system for civil servants." (Informant10)
	6. Ethical culture	n/a

Table 4.51 Conclusion of emerged themes in question 1 (continued)

Themes	Areas	Sample excerpts
3. Effect on behaviour	1. Recruitment and Selection	n/a
	2. Compensation and Rewards	- "The value of financial compensation should be appropriately raised to the point where civil servants can earn reasonable remuneration, […] and can effectively deliver public services." (Informant 3) - "Reward systems can actually enhance the sense of belonging to an organization. It is a kind of tool that can create and promote employees' commitment to the organization" (Informant 4)
	3. Training and Development	- "Training and development can be used to build up the necessary knowledge and skills needed for specific tasks and jobs and also prepare and create the crucial competencies that are needed for more responsible jobs and duties of employees" (Informant 5) - "The most important role in human resources management is to motivate and help employees to improve their performance (through employee training and development) and by investing in the performance and skills of people, the performance of the organization itself can be improved." (Informant 6)
	4. Law and Discipline	- "Actually, there are numerous laws in place that regulate the conduct of public employees […]." (Informant 8) - "The rules and regulations are studied and analysed to maintain the merit protection system for civil servants. Civil servants need to be complied with the merit system and the principles of ethical behavior and that is where good governance originates. I mean that standards of ethical behavior and professional codes of conduct should be emphasized at all levels of civil servants." (Informant 9)

Table 4.52 Conclusion of emerged themes in question 1 (continued)

Themes	Areas	Sample excerpts
3. Effect on behaviour	5. Ethics management	- "The objective of ethics promotion, which is an approach to ethics management in the civil service, is to raise the standards of ethical conduct and the behaviour of civil servants at all levels" (Informant 9)
	6. Ethical culture	- "HRM practices and functions which have ethical standards as a core values can establish and sustain good governance in the organization. In addition, it can create appropriate attitudes, behaviour of the of organisation." (Informant 12)

4.7.1.2 Analysis of responses based on question 2

From your perspective, how can HRM practices enhance good governance and through what channel that HRM practices create and carry on the practices of good governance?

All informants believe that the implementation of good governance in the civil service requires the organization to be able to find and maintain a balance between efficiency, effectiveness, productive and profitable operations and the ethical behavior of civil servants. So, HRM becomes one of the most important organizational elements that can enhance good governance.

In terms of the channels through which HRM can create good governance, 10 out of 12 informants mentioned a comprehensive training and development program and the continuation of a training process that helps in providing the knowledge, skills and attitudes necessary to achieve organizational goals and values, and also to create good governance. Thus, the establishment of ongoing training, mentoring, and education programmes are necessary to maintain good governance aspects.

Half of the informants talked about the enforcement of regulations and a disciplinary system that can strengthen the rule of law which focuses on establishing rules and defines the accountabilities of civil servants. Some stressed that the organizations' leaders should sincerely observe good code of conduct, transparency, equality, effective public service and should maintain the climate of good governance in the organization.

Informant 5 said that:

"We admit that government agencies whose HRM approaches are based on the merit-based system tend to have efficient people who can achieve the objectives of the organization. HRM should manage and maintain the effectiveness and efficiency aspects of people."

Many other informants mentioned the holistic approaches of HRM that can start with the leadership and find individuals at every level of the organization who can influence change and drive forward-thinking activities.

Table 4.53 Conclusion of emerged themes in question 2

Themes	Sample excerpts
1. Enforcement of regulations	- "Enforcement of regulations is the key to creating effective good governance." (Informant 2) - "Building an effective regulatory enforcement system." (Informant 8) - "Regulatory HRM functions should place more emphasis on sanction enforcement so that all regulatory decisions rigorously respect the rule of law." (Informant10) - "The role of the HR officer as a representative of OCSC to advise and guide government agencies on relevant laws and procedures of HRM practices and make government agencies understand the enforcement of regulations that can maintain the practices of good governance." (Informant 2)
2. Holistic approaches of HRM	- "HR practices should be applied holistically and aim at sustaining a climate of good governance." (Informant 6) - "In order to establish good governance in an organization, the whole practices of HRM functions must go together." (Informant 3)
3. Training and Development	- "The training and development procedures can communicate the value of good governance and sustain a climate of good governance in the civil service." (Informant 5)

4.7.1.3 Analysis of responses based on question 3

In the context of the Thai civil service, do you think that the HRM practices can encourage ethics management and embed an ethical culture in an organization?

From all responses, most informants agreed that ethics is mainly about people's behaviour, and this is a key concern of HR departments. So HRM has an active role to play in raising corporate ethical awareness and facilitating ethical behavior.

HRM can contribute to create and sustain ethics, ethical culture and an ethical climate by embedding ethical orientation in each and every functional dimension of HRM in organizations, since an ethical climate has an impact on the extent to which the organization experiences serious ethical problems.

Informant 9 said that:

> *"The core value of an ethical workplace culture is fairness. It is quite difficult to measure fairness because fairness from the perspective of employees comprises of multiple dimensions which are the decision-making processes of organization and interpersonal treatment. Fairness can also be viewed as the respect of employees' rights and dignity. Ethical cultures are integrated into every day's operations and how people perceive and immerse themselves in those cultures. Thus, HRM functions can put ethical values into practices and that is the way that HRM practices can develop an ethical culture in an organization."*

Most informants ended up by confirming that organizational culture is a key influential mechanism in transmitting values to employees and in influencing their daily organizational behaviour. Therefore, in order to promote ethics, HRM becomes essential, as does the transmission of ethical values, which is usually accomplished through the use of certain mechanisms such as codes of conduct, trainings programs, etc. When all these mechanisms, can be implemented in an orderly fashion, they are said to constitute an ethics program whose major function is

to promote the awareness of ethical concerns among employees in order to enhance ethical practices at the workplace**.**

Informants 1, 2, 5, 6, 7, 8 and 11 mentioned that training is a perfect tool to transmit a code of ethics and for this reason training is usually considered the next step after the code of ethics is implemented. Informant 5 said that:

> *"Training and development are considered to be very effective ways to transmit many skills, knowledge, and competencies. This HRM practice can deeply embed the values in personal behaviour because it is a learning process. To sustain a positive ethical climate, training and development are very important. It is essential for every governmental agency to create and provide training programs that are necessary for their missions and the future growth of their organizations."*

Table 4.50 Conclusion of emerged themes in question 3

Themes	Sample excerpts
1. Ethical values	- "The core value of an ethical workplace culture is fairness" (Informant 1) - "HRM functions in the civil service can play an instrumental role in creating ethical values in the organization because ethics is the baseline of HRM." (Informant 2) - "The 'individual' is important in organizations as people bring to the workplace their own perceptions about what is ethically right or wrong." (Informant 4) - "It is important that HRM should be able to guide employees to behave ethically in order to achieve organizational goals and objectives […]." (Informant 11)
2. Transmission of values	- "The values and culture of an organization can be transmitted to employees in a number of ways […]" (Informant 7) - "HRM can pass along organizational values and culture through training." (Informant8) - "Values are the most effective way to pass along organizational culture and leading by example." (Informant 9) - "To embed ethics in organizational culture, a set of values must be passed down from generation to generation. Culture needs time." (Informant 10)

4.7.1.4 Analysis of responses based on question 4

From your experience, would you agree that HRM practices can enhance good governance through ethics management and an ethical culture embedded in organization?

Informant 1 who is an expert in recruitment and selection and studied in the field of organizational psychology stated that:

> *"Ethical behaviour is created by three important factors which are understanding and knowledge of ethics, personal factors and surrounding circumstances. For example, those who don't know about ethics can have ethical behavior if he or she lives in an organization that sustains an ethical climate and has strong ethical culture. HRM itself can contribute to create and sustain good governance in the organizations by embedding ethical values in each functional dimension of HRM."*

Some other informants mentioned ethical leadership associated with good governance practices. HRM functions can define the organization's ethical values and the leaders' conduct in relation to these values are starting points that will later become ethical guidelines to be followed by other organizational members. And good governance can be created by this process.

Informant 10 stated that:

> "*Moral values and ethical principles that are already integrated into HRM practices can contribute to good governance in the organization."*

According to the overall responses and opinions of informants, corporate governance can be conceptualized as a set of processes, values, customs, policies, laws and institutions affecting the way an organization is directed, administered or controlled, and its purpose is to influence directly or indirectly the behaviour of the organization. So, the merit-based HRM practices which are grounded on ethics can thus create the values of good governance through the ethical culture of the

organization. Therefore, ethics management can be seen as a process that can integrate the ethical values in the organization. It is undeniable that public officials and public institutions have many opportunities to significantly affect the wellbeing of our society. Therefore, the actions of civil servants must be guided by rules and policies that prevent them from acting unethically.

Some informants reported that in the overall picture, ethics policies have become more important. This can be seen in the high level of regulatory activity, growing number of rules and standards, expansion of the meaning of ethics, adoption of more codes of ethics, introduction of more complex accountability mechanisms, growing institutionalization of ethics (e.g. through the establishment of ethics committees, monitoring bodies, disclosure policies etc.), and more training. These ethical principles can be communicated by HRM practices and we can see that ethics can lead to many dimensions of good governance in the public sector.

Table 4.54 Conclusion of emerged themes in question 4

Themes	Sample excerpts
1. Ethical leadership	- “To build an ethical organization, first of all, its ethical leadership must be established.” (Informant 7) - “The lack of trust in ethical leadership can cause a real problem in terms of good governance because it can dramatically affect the quality of governance.” (Informant 8)
2. Integration of ethics in HRM	- “Moral values and ethical principles already integrated in HRM practices can contribute to good governance in that organization.” (Informant 3) - “Government agencies must integrate ethics program, policies and goals in HRM functions.” (Informant 4)
3. The role of HR staff and HRM functions	- “HR people are important components in enhancing good governance. They need to be well-equipped with knowledge and skills to maintain good governance.” (Informant 8) - “HR staff in government agencies have to be responsible in managing the ethics programs.” (Informant 11) - “It is necessary that HR functions in civil service play a central role in issues of fairness.” (Informant 12)

4.8 Paralleled mixed-data analysis

The findings of both the quantitative and qualitative methods were then analyzed together. Table 4.51 displays the findings from both parts by showing the similarities and some diversions from each other.

It can be seen that a number of findings were verified and provide more insightful explanations. Overall, there was no major contrast in any of the findings. The hypotheses that had been rejected were justified by tentative explanations in qualitative data. The findings from both quantitative and qualitative approaches can thus verify and support each other.

Table 4.52 Findings from the Quantitative and Qualitative Approaches

Quantitative findings	Qualitative findings
H1: The level of perception of HRM practices is high and fits with the empirical data. The perception of HRM practices (recruitment and selection, compensation and rewards, training and development and law and discipline) is high ($\bar{X}$=3.51, SD =0.52). When tested with the confirmatory factor analysis, the overall model of HRM practices fits well with the empirical data as the goodness-of-Fit Indices were all at acceptable values (Table 4.24).	n/a
H2: The level of perception of Good Governance is high and fits with the empirical data. The perception of Good Governance (Transparency, Participation, Rules of law, Responsibility and Accountability, Effectiveness and Efficiency and Responsiveness) is high ($\bar{X}$=3.58, SD =0.67). When tested with the confirmatory factor analysis, the overall model of Good Governance fits well with the empirical data as the goodness-of- Fit Indices were all at acceptable values (Table 4.33).	n/a

Table 4.52 Findings from the Quantitative and Qualitative Approaches (continued)

Quantitative findings	Qualitative findings
H3: Recruitment and Selection don't have positive direct effects on good governance. The path model (Figure 4.10) revealed that recruitment and selection do not directly and significantly relate to good governance. Recruitment and selection showed an insignificant relation to good governance ($\beta = .037$, $t = 1.116$, $p = .244$)	Informants in the area of recruitment and selection stated that the administrative culture in government agencies can affect actual recruitment behaviour. Though recruitment and selection are based on ethical principles and use meritocratic recruitment tools to predict behavior, it does not mean that good governance practices will happen. It is because the recruitment policy of a governmental organization is also determined by the nature of work and industry in which it operates and hence there are various internal and external factors that affect the recruitment policy of the organizations. Informants in recruitment and selection also revealed that, ethical behavior is a key of good governance dimensions. Recruitment and selection are a key component of HRM practices at the entry point of human resources in any organization.

Table 4.52 Findings from the Quantitative and Qualitative Approaches (continued)

Quantitative findings	Qualitative findings
H3: Recruitment and Selection don't have positive direct effects on good governance. The path model (Figure 4.10) revealed that recruitment and selection do not directly and significantly relate to good governance. Recruitment and selection showed an insignificant relation to good governance ($\beta = .037$, $t = 1.116$, $p = .244$)	Though recruitment and selection procedures have tools that can predict such behavior, we can only predict a tendency of behavior. Values of people can change over time and the management can create an environment in which unethical behaviour can develop. One informant in the recruitment and selection area suggested that recruitment and selection may not be powerful enough to effectively create dimensions of good governance, thus the holistic synergy of HRM approaches needs to be realized.
H4: There is no direct effect of compensation and rewards on good governance. The path model (Figure 4.10) indicated that compensation and rewards showed a negative insignificant relationship to good governance ($\beta = -.045$, $t = -1.410$, $p = .158$)	Though the informants in the compensation and rewards area revealed that the principles of compensation and rewards are based on equity and fairness, it depends to what extent compensation and rewards can make civil servants perceive the values of fairness and equity. Informants also stated that the effectiveness of compensation and rewards needs to be assessed.

Table 4.52 Findings from the Quantitative and Qualitative Approaches (continued)

Quantitative findings	Qualitative findings
H4: There is no direct effect of compensation and rewards on good governance. The path model (Figure 4.10) indicated that compensation and rewards showed a negative insignificant relationship to good governance (β = -.045, t = -1.410, p = .158)	From the observation and analysis of responses from experts in the area of compensation and rewards, the function of compensation and rewards which is based on transparency, equity and justice is a way to recognize an individual's performance, to remunerate on the basis of performance and responsibilities and to answer the basic needs of employees. One informant in this area mentioned the effects of compensation and rewards policy and strategies which aim at retaining high-performance employees. Nevertheless, the informants in this area confirmed that in real practice, good governance depends on many other aspects. Even though the informants gave information about ethics components in the function of compensation and rewards, they did not concretely illustrate how compensation and rewards affect good governance in the Thai civil service.

Table 4.52 Findings from the Quantitative and Qualitative Approaches (continued)

Quantitative findings	Qualitative findings
H5: Training and development have a positive direct impact on good governance. The path model (Figure 4.10) indicated that training and development have a direct and positive impact on good governance ($\beta = .294$, $t=7.846$, $p < 0.001$).	Many informants confirmed that training and development is an essential element. People develop their knowledge, skills and abilities so that they might become better qualified to perform the duties of their present jobs and advance to more responsible positions. Training can also improve productivity, effectiveness and efficiency of government service by development and better utilization of talents, abilities and potential of civil servants.
H6: Law and Discipline have a positive direct impact on good governance. The path model (Figure 4.10) supported this hypothesized relationship which illustrates the direct impact of laws and disciplines on good governance. Thus, hypothesis 6 is accepted as law and discipline showed a direct positive significant relationship to good governance ($\beta = .164$, $t = 4.380$, $p< 0.001$).	Law and Discipline appear to be a key to creating effective good governance. According to the emerged themes in question 2, building an effective regulatory enforcement system can significantly create good governance. Therefore, qualitative data support quantitative data for this hypothesis.
H7: Training and Development have indirect effects on good governance. The results from Table 4.42 showed that training and development have indirect effect on good governance as the bootstrap CIs are above zero (CI = .055 - .138).	One informant said that HRM can pass along organizational values and culture through training. Training can thus initiate and embed ethical values in an organization which can contribute to good governance.

Table 4.52 Findings from the Quantitative and Qualitative Approaches (continued)

Quantitative findings	Qualitative findings
H8: Law and Discipline have an indirect effect on good governance. The result revealed that laws and discipline have an indirect impact on good governance as we can see from Table 4.42 the bootstrap CIs of the indirect effect that laws and discipline have towards good governance do not contain zero (CI = .198 - .332).	Some informants revealed that laws and discipline aim to regulate the conduct of public employees and set out the standards of behaviour expected of civil servants. Therefore, laws and discipline can create good governance practices through the behaviour of civil servants.
H9: Ethics management and ethical culture partially mediate the relationship between training and development and good governance. The path diagram (Figure 4.12) and the path coefficients and indirect effects for mediation model (Table 4.43) revealed that ethics management and ethical culture mediate the relationship between training and development and good governance as the bootstrap CIs of indirect effect do not contain zero (CI = .15 - .25). This means the indirect effect of training and development on good governance through ethics management and ethical culture is statistically significant.	Many informants supported that training and development can sustain a climate of good governance, and training is a method of creating ethical behavior which can bring about good governance characteristics. Therefore, ethics management and ethical culture are supported as two mediators in this relationship.

Table 4.52 Findings from the Quantitative and Qualitative Approaches (continued)

Quantitative findings	Qualitative findings
H10: Ethics management and ethical culture partially mediate the relationship between law and discipline and good governance. From the results in Figure 4.13 and Table 4.44, it is evident that ethics management and ethical culture mediate the relationship between the law and discipline and good governance because the bootstrap CI is above zero (coefficient = 0.17, 95% CI = 0.13 – 0.21). The total indirect effect of training and development towards good governance through ethics management and ethical culture is statistically significant.	According to the emerged themes from question 1-4, several informants mentioned the rule of law, regulatory and enforcement of the law that is expected to control behavior and produce ethical behavior and conduct. This mechanism and system can originate the practices of good governance.

4.9 Combination of Quantitative and Qualitative Research Result

The combination of quantitative and qualitative results is the most important part in a mixed-method analysis. In mixed methods, we can use qualitative inputs to explain the quantitative results and data and vice versa we can use quantitative inputs to explain the qualitative research results. Other approaches are the use of qualitative findings to extend the explanation of results in quantitative method and the use of quantitative findings to extend the explanation of qualitative results (David, 2004).

According to Bryman (2004), the qualitative data is based on in-depth experiences which can be used to extend the explanation of results from the quantitative method. We can say that the mixed method is an effective way to find out and explore the phenomena and to understand the new outcomes when the complementary explanation of data happens. In this research, the qualitative role was

to additionally explain the details of how the HRM practices (Recruitment and Selection, Compensation d Rewards, Training and Development, Ethics management and Ethical culture) affect good governance in the Thai civil service. In this case, the qualitative information can produce in-depth details which can provide more information on the quantitative data. Moreover, this research also utilized qualitative data to explore mediator roles in ethics management and ethical culture.

4.9.1 The use of qualitative research result to explain and extend a better understanding of phenomena.

In the survey, this research deployed casual path models through path analysis. The descriptive statistics used included, means, standard deviation, of each question in different constructs to measure the level of perception that the sample population has towards HRM practices and good governance.

CFA (Confirmatory Factor Analysis) was carried out to ensure that each variable related to its underlying factor. Then, the path analysis tested the research hypotheses through the causality among the seven variables: Recruitment and Selection, Compensation and Rewards, Training and Development, Law and Discipline, Ethics Management, Ethical Culture and Good Governance. The Macro PROCESS casual model with two mediators is used to understand the casual path of the model.

The reason for using qualitative results was to supply depth and detail to obtain more information. Based on the quantitative result, it is clear that the two practices of HRM that significantly relate to good governance are training and development, and law and discipline. The ethics management and ethical culture can partially mediate the relationship between training and development and good governance, and they can also partially mediate the relationship between law and discipline and good governance. In addition, the author observed the major effect that ethical culture has in promoting good governance.

However, the reasons why recruitment and selection and compensation and rewards are not related to the good governance dimension in the civil service could not be answered precisely from the quantitative analysis. The qualitative analysis did provide in-depth views and explanations of these phenomena.

Additionally, from the in-depth interviews, the author can observe that although recruitment and selection, compensation and rewards practices are grounded on the characteristics and dimensions of good governance, it does not mean that these characteristics or dimensions embedded in practices can definitely create good governance.

In order to achieve good governance, it requires effective HRM practices that can build up ethical behavior, awareness, values and culture. Codes of conduct or even laws and regulations can be one of the most effective tools to establish the climate of good governance in an organization. There were two areas of exploration in this study. Firstly, based on the qualitative results, it demonstrated that in the context of the Thai civil service, good governance practices originate mainly from ethical values and culture. Moreover, they appear to relate to law and regulations, codes of conduct which have compulsory elements and sanction enforcement. The relationship between training and development and good governance, explained in the qualitative data, can confirm and support the same results as the quantitative analysis. It confirmed that training and development can transmit and convey the value, skills and knowledge that can sustain good governance in civil servants.

The second area of exploration was gathered from the second qualitative question (In your perspectives, how can HRM practices enhance good governance and through what channels can HRM create and carry on the practices of good governance?) and from the fourth qualitative question (From your experience, would you agree that HRM practices can enhance good governance through ethics management and ethical culture embedded in organization? Why?). It is obvious that qualitative results can validate the measurement items in the quantitative part of the instrument that could not cover some measurement items. However, there are some important factors that did not appear in the instrument: ethical leadership, holistic approaches in HRM and the role of HR staff as integrity officers, etc.

4.10 Summary

The aim of this chapter was to illustrate the research findings. Firstly, the quantitative results were displayed and divided into descriptive statistics. The research hypotheses were represented through inferential statistics. Path analysis is used to describe the directed dependencies among a set of variables. Secondly, the qualitative method through in-depth interviews was employed to gather data about how HRM can create good governance, what practices of HRM can build and sustain good governance, the relationship between HRM and ethics management and ethical culture. Thirdly, under the mixed method, the author also explained the combination of quantitative and qualitative to strengthen the research results. We can conclude by saying that using a mixed-method design helped increase the confidence in the research results and allow the researcher to have more width and depth of understanding of the topics.

CHAPTER 5

CONCLUSIONS AND DISCUSSION

This last chapter provides the research conclusions and discussion. It is divided into 5 parts. The chapter begins with a summary of the findings, then conclusions derived from the mixed methods research are presented. The next part discusses the findings. The details of each factor related to good governance are widely discussed based on the research results. Then the implications of the findings regarding both HR theory and practice are illustrated. And lastly the limitations of the study and recommendations for further research are considered.

5.1 Summary and Conclusions

The objective of this study is to understand1) the level of perception on HRM practices that contributes to good governance in the Thai civil service, 2) the level of perception on good governance in the Thai civil service and 3) the causal relationship between HRM practices and good governance. The mediator roles of ethics management and ethical culture are also studied. The unit of analysis is 400 civil servants from different ministries in the civil service. The stratified random sampling method is used. A random sample from each stratum is taken in a number proportional to the stratum's size when compared to the population. 59.5 percent of the respondents were female, while the rest, 40.5 percent, were male. In terms of age, almost half of them which are 48.8 percent were 31- 40 years old. 50.5 percent of them graduated with a master’s degree whereas 42.5 percent graduated with a bachelor’s degree. In terms of the years working in the civil service, 30.3 percent have been working for 11-20 years, followed by 24.3 percent at 2-5 years, 18 and 18.5 percent at more than 20 years and 6-10 years respectively.

With reference to the job areas, it was found that 49 percent of the respondents work in the field of administration, statistics, and legal affairs. 4.5 percent of them are

in engineering, architecture and technical positions and 4 percent of them work in medicine, nursing and public health. It was also found that 2.8 percent work in education, arts, social science and social work while only 2 percent of them work in transportation, logistics and communications.

In terms of organizational placements, most of them, 52.3 percent, work for the Ministry of Public Health. 10 percent, 9 percent and 7.8 percent work in Ministry of Interior, Ministry of Agricultures and Cooperatives and Ministry of Finance respectively. From the data, it is evident that the largest number of respondents was found in the Ministry of Public Health which reflects the fact that the Ministry of Public Health has the largest number of civil servants in the Thai civil service.

5.2 Conclusions of Findings

5.2.1 Findings of Research Question 1

- What are the relationships between human resource practices and good governance in the Thai civil service? This research question can be answered by the findings in the following findings of the study.

5.2.1.1 The level of perception of HRM practices that contribute to Good Governance

H1: The study found that the overall level of perception on HRM practices which are recruitment and selection, compensation and rewards, training and development and law and discipline is high and each dimension fits well with the empirical data. The perception of HRM practices (recruitment and selection, compensation and rewards, training and development and law and discipline) is high ($\bar{X}$=3.51, SD = 0.64). When tested with the confirmatory factor analysis, the overall model of HRM practices fits well with the empirical data as the Goodness-of-Fit Indices were all at acceptable values (Table 4.24).

5.2.1.2 The level of perception on good governance in the Thai civil service

H2: The perception of good governance (transparency, participation, rules of law, responsibility and accountability, effectiveness and efficiency and responsiveness) is high ($\bar{X}$=3.55, SD =0.68). When tested with the confirmatory factor

analysis, the overall model of Good Governance fits well with the empirical data as the Goodness-of- Fit Indices were all at acceptable values (Table 4.33). The dimension that gets the highest mean is participation followed by the dimension of responsibility and accountability and the dimension of rule of law, respectively.

5.2.1.3 The relationship between HRM practices and good governance in the Thai civil service

H3: The study found that recruitment and selection does not have a significant relationship with good governance. The path model (Figure 4.10) revealed that recruitment and selection do not directly nor significantly relate to good governance. Recruitment and selection showed insignificant relations to good governance ($\beta = .037$, $t = 1.116$, $p = .244$)

H4: The study indicated that compensation and rewards have negative insignificant relationships to good governance. There is no direct effect of compensation and rewards on good governance. The path model (Figure 4.10) indicated that compensation and rewards showed a negative insignificant relationship to good governance ($\beta = -.045$, $t = -1.410$, $p = .158$)

H5: From the results analysis, training and development have a positive significant relationship on good governance. The path model (Figure 4.10) indicated that training and development have a direct and positive impact on good governance ($\beta = .294$, $t=7.846$, $p < 0.001$).

H6: It was revealed that law and discipline have positive direct effects on good governance in the Thai civil service. The path model (Figure 4.10) showed that law and discipline have an indirect impact on good governance ($\beta = .167$, $t=4.380$, $p < 0.001$).

H7: The results from Table 4.42 showed that training and development have indirect effects on good governance as the bootstrap CIs are above zero (CI = .055 - .138).

H8: The results from Table 4.42 revealed that laws and discipline have an indirect impact on good governance as we can see that the bootstrap CIs of indirect effect that law and discipline have towards good governance do not contain zero (CI = .198 - .332).

5.2.1.4 The contributions of HRM practices towards good governance in Thai civil service

Good HRM practices enhance the internal capabilities of an organization to deal with current or future challenges. Apart from that, it also contributes to help people working in the organization to be committed and motivated. The success of the strategic management of human resources involves the design and implementation of a set of policies and practices to ensure that employees share knowledge, skills and abilities that contribute to achieving the objectives of the organization (Huselid, Jackson, & Schuler, 1997). Konzelmann, Conway, Trenberth, and Wilkinson (2006) pointed out that the main purpose of HRM is to develop performance and thus HRM itself is enhanced by the implementation of good governance practices. Tangthong, Trimetsoontorn, & Rojniruntikul (2014) highlights HRM practices as a set of distinct yet interrelated activities, functions, and processes aimed at attracting, developing, and maintaining an organization's human resources. It is evident that an open and transparent HRM policy, responsive to citizen needs and respectful of the rule of law can contribute to the sustainability and long-term orientation of local authorities, delivering efficient and innovative public services by competent and accountable officials.

In this study, training and development and law and discipline are found to have a direct positive relationship with good governance. Recruitment and selection, compensation and rewards were examined to see whether they are associated with good governance.

The findings from path analysis and bootstrapping method to establish the direct and indirect effects of these relationships revealed that recruitment and selection do not show an association with good governance while compensation and rewards showed negative and insignificant relationship towards good governance.

The contribution that training and development have towards good governance in the Thai civil service can be seen in the HRM policies related to the capacity building of civil servants. The principal main objective of a training and development division is to ensure the availability of a skilled workforce. According to

Kulkarni (2013), there are four other objectives of training and development: Individual, Organizational, Functional, and Societal

1. **Individual Objectives** – training and development can help individual to accomplish their personal goals which ultimately can lead to the success of organization.
2. **Organizational Objectives** – training and development can help an organization to reach its objectives by utilizing the effectiveness and efficiency of each individual.
3. **Functional Objectives** – training and development can promote the contribution of a department towards achieving the aims of an organization
4. **Societal Objectives** – training and development can link an organization to the public and make an organization responsive to the needs and requirements of the general public.

Therefore, in the field of HRM in the civil service, it can be seen that training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

The Thai civil service currently plays an important role in providing and equipping government officials with the necessary skill sets in line with Thailand 4.0 which aims to transform the country into a more innovative, creative approach and value-based economy. This strategy is believed to pull Thailand out of the middle-income trap and move the country towards an inclusive society which focuses more on sustainable growth and development.

We can see that the capability of government officials who are the human capital of governmental organizations needs to be improved. Thus, training and development can definitely allow civil servants to adapt to new knowledge, skills and technology by increasing the efficiency of employees (Kennedy, 2009) which allows the civil service to maintain the principles of good governance. Training and development are also considered to include the process of correcting the behavior of employees. The principles of good governance can be thus achieved by means of

training and development which allow individuals and organizations to implement the values of good governance.

In addition, from the results of this study, it can be observed that the HRM practices that can contribute directly to the dimensions of good governance lie in the rules, regulations and disciplinary approaches. HRM can thus contribute to creating good governance in the civil service by generally or specifically aligning itself with the characteristics of good governance which is the rule of law.

Law and discipline are considered as an effective tool to prevent misconduct and create ethical behavior. Laws that define the roles and responsibilities of stakeholders in the civil service and focus on disciplinary maintenance allow the civil service to improve its culture and values in more ethical ways in accordance with their codes of conduct and professional ethics.

We can observe that the dimensions of modern and effective laws and disciplinary systems in human resource management are a cornerstone in building good governance. Many research findings recognize the that effective use of human resources regulations and rules is the first step in ensuring respect for the principles of good governance. An open and transparent HRM policy, responsive to citizens' needs and respectful of the rule of law can contribute to the long-term sustainability of an organization, delivering efficient and innovative civil services by competent and accountable officials.

However, from this study, the results do not support a relationship between recruitment and selection and good governance in Thai civil service. The path model and the confidence intervals revealed that recruitment and selection do not appear to have direct nor indirect effect on influence good governance. This finding contributes to the evidence showing a lack of association between recruitment and selection and good governance in Thai government agencies. Rohitarachoon and Hossain (2012) reported that recruitment and selection of the public employees at the Thai local level administration are functioned to conceal the inefficient procedures that take place in reality. The local-patronage system, and nepotism are rooted and underpinned the Thai local administration in the area of human resource management. However, the literature showed that merit-based recruitment in general benefits and boosts up good governance (Egeberg, Gornitzka, & Trondal, 2017). Many parts of

literature showed that recruitment and selection practices can affect either positively or negatively towards the effective administration of an organization. It has been revealed that the public administration that adopted the merit-based recruitment practices caused less corruption than those that do not practices the recruitment and selection with the merit-based manner (Dahlström, Victor, & Jan, 2012).

Recruitment and selection policy of an organization is determined by the nature of work and industry in which it operates. It can be seen that the concept of recruitment and selection in Thai civil services is a key mechanism supporting the good functionality of government which requires a highly competent civil servants to work for the benefits of the nation in an increasingly competitive global community. It is clear that recruitment and selection principles in Thai civil service have complied to the good governance mechanism. Several laws ranging from the Thai Constitution, the State Administrative Act of 2002, the Information Act of 1997, and the most important the Civil Service Act of 1992 have intrinsic foundation for conducting recruitment and selection tasks with fairness, equity, transparency, and standardization, which has become the key principles for recruitment in Thai civil service.

Nevertheless, it should be emphasized that in the context and in the real practices of HRM in the Thai civil service, there are many other factors that affect good governance. Though the recruitment and selection are grounded and have merit-based principles as a core value of practice as mentioned earlier, it is undeniable that the recruitment policy of a government organization is also determined by the nature of the work and the environment of industry in which each government agency operates. There are hence various internal and external factors that affect the recruitment and selections policy of the various organizations (Mankikar, 2014).

From the qualitative data analysis of this research, the informants in the recruitment and selection area also revealed that ethical behavior is a key factor of good governance whereas recruitment and selection are the key components at the entry point of human resources management in any organization. Though recruitment and selection procedures in the Thai civil service have tools and instruments that can predict some kinds and levels of behaviour, they can only predict the behavioral tendencies. Values of workforce can change over time and management culture can

create an environment in which unethical behavior can develop. The reason that recruitment and selection practices do not relate to good governance can be explained by many other factors, thus the holistic view of HRM approaches need to be considered and further study in this area needs to be undertaken. From the organizational and institutional perspective, the administrative culture which government agencies practice can affect their actual recruitment behaviour. In addition, it is observed that a non - meritocratic administrative culture can lead to the bad governance. Thus, there is a need to emphasize more on the merit-based recruitment mechanism to identify challenges and to develop strategies of recruitment and selection that can influence good governance.

The result of this study also showed no association between compensation and rewards and good governance in the Thai civil service. Though the compensation and rewards in the Thai civil service are based on equity and fairness, it depends to what extent compensation and rewards can make civil servants perceive the values of fairness and equity that can promote good governance in a workplace. Thus, the effectiveness of compensation and rewards in promoting good governance needs to be assessed.

From the observation and analysis of responses from experts in the area of compensation and rewards in the Thai civil service, the function of compensation and rewards which is based on transparency, equity and justice is a way to recognize an individual's performance, to remunerate on the basis of responsibilities and to answer the basic needs of civil servants. The effects of compensation and rewards policy and strategies also aim at retaining high-performance employees in the civil service. Though the system of compensation and rewards in the Thai civil service is grounded on ethics components, its effect in real practices to promote good governance cannot be obviously seen and ensured. The reason that compensation and rewards do not reveal an association with good governance components in the Thai civil service may be due to the fact that the pay management and pay structure are still lack of or did not compose of the motivational factors that can bring about good governance aspects.

Nevertheless, it should be noted that good governance of an organization which includes efficiency and effectiveness, responsiveness, participation,

transparency, accountability and fairness and equity can be influenced by compensation and rewards system, but it can also be influenced by other major organizational factors. According to agency theory, the remuneration and incentives can effectively contribute to greater overall performance of employees in an organization by paying on the basis of team. Making each employee a principal who monitors other employees' performance can lead to improvement of overall performance (Levine & Tyson, 1990). Similarly, the equity theory also suggested that in teamwork if one's work effort is lower than other members of the work group, but he still receives the same remuneration, one would be encouraged and pressured to put more effort. That equity can increase firm performance which can lead to good governance of an organization. Lawler (1971) also observed that if an employee is not remunerated and evaluated in terms of a goal of activity, he will not be motivated to perform. Gunkel (2006) found that when the compensation is based on a real performance, then the employee is likely to perform better.

Perhaps most important of all, civil service salaries must reflect an adequate standard of living, both to minimize individuals' temptation to corruption, to maximize the civil service's ability and to attract and retain talented employees who can make a contribution to public service. Performance must be taken into account in setting pay, benefits, or incentive levels, but must be based on actual performance. However, the best compensation strategy needs to be in accordance with other human resource activities and need to respond to organizational goals.

Thus, it can be concluded that HRM can make a significant contribution to good governance by aligning its approaches with the dimensions and characteristics of good governance. From this study, it is evident that the HRM functions that can be integrated with the dimensions of good governance are training and development, and law and disciplinary codes which can transmit values, create and sustain a climate of good governance, in accordance with the good governance practices in the public services illustrated in the following model.

Figure 5.1 The model of good governance principles
Source: Office of Personnel Management Ltd. (OPM) and the Chartered Institute of Public Finance and Accountancy (CIPFA) (2004)

5.2.2 Findings of Research Question 2

- What are the underlying mechanisms that explain these relationships?

The underlying mechanism of the relationships between HRM practices and good governance can be explained by the findings of the following objectives of the study

5.2.2.1 The casual relationship between HRM practices and good governance of government agencies.

From the path analysis and the analysis of casual models, training and development, law and discipline have direct effects on good governance and also establish indirect effects towards good governance and those effects are conveyed by ethics management and ethical culture.

The informants who were interviewed in depth agreed that training and development can sustain the climate of good governance, and training is a method of creating ethical behavior which can bring about good governance characteristics. Therefore, ethics management and ethical culture are seen to be two mediators in this relationship.

The informants also revealed that the rules of law, regulations and enforcement of law designed to control behavior also promote ethical behavior and

conducts. These mechanisms and this system can generate the practices of good governance.

In terms of training and development, we can explain this causal relationship by saying that training and development can improve the ethical responses of organizational members, and these responses should be focused on sustaining the organization's ethical climate which in turn creates good governance in the workplace (Delaney & Sockell, 1992)

Law and discipline have direct effects on good governance. This function of HRM can be considered as the ethics management instrument. They help people to distinguish what is right and wrong and that is the basis of good governance practices.

Nevertheless, the analysis of data revealed that ethics management as only one mediator cannot mediate the relationship between training and development or law and discipline and good governance because it has no significant direct impact on good governance. This means ethics management needs to create ethical values and culture in order to have a link to good governance.

5.2.2.2 The mediation role of ethics management and ethical culture in the relationship between HRM practices and good governance.

H9: Ethics management and ethical culture partially mediate the relationship between training and development and good governance. The path diagram (Figure 4.12) and the path coefficients and indirect effects for mediation model (Table 4.43) revealed that ethics management and ethical culture mediate the relationship between training and development and good governance as the bootstrap CIs of indirect effect do not contain zero (CI = .15 - .25). This means the indirect effects of training and development on good governance through ethics management and ethical culture is statistically significant.

H10: Ethics management and ethical culture partially mediate the relationship between law and discipline and good governance. From the results in Figure 4.13 and Table 4.44 it is evident that ethics management and ethical culture mediate the relationship between the law and discipline and good governance because the bootstrap CI is above zero (coefficient = 0.17, 95% CI = 0.13 – 0.21). The total

indirect effect of training and development on good governance through ethics management and ethical culture is statistically significant.

Therefore, in this study, we can see that ethics management and ethical culture can mediate the relationship between training and development and good governance. However, as the author has mentioned earlier, the ethics management alone cannot mediate the relationship and does not relate to good governance. Thus, in the casual mediators model, the underlying mechanism explained that even though training and development, law and discipline allow civil servants to perceive the existence of standardized codes and conduct, this does not establish an ethical culture, the practices thus cannot convey the relationship to good governance, and good governance practices will not happen.

5.2.3 Findings of Research Question 3

- Why HRM practices can support good governance in the Thai civil service?

The findings of underlying mechanism of the relationships between HRM practices and good governance in the research question 2 can elaborate the answer for this question. The results of this research revealed that HRM can create good governance mechanism in the Thai civil service by encouraging civil servants to contribute to the civil service. HRM practices in the Thai civil service are a kind of strategy dealing with civil servants' life to make them satisfied with work-life balance condition and sacrificed more of themselves for the organization and for the public needs. The results are consistent with the study of Guerci, Radaelli, Siletti, Cirella, and Shani (2015) which found that HRM practices that aim at the ability-enhancing or opportunity enhancing for example training and development, employee engagement, employee relations, can maintain ethical climate of an organization which can promote good governance in an organization. In opposition, HRM practices which aim at motivating employees such as performance appraisal or compensation and rewards are related to the egoistic climate. Thus, HRM practices that can emphasize or align their core values with the principles of good governance can significantly support and promote the concepts of good governance in organizations. It was found that training and development and law and discipline are HRM practices that significantly relate to good governance in Thai civil service. Hence, the reason that

HRM practices can promote good governance in the Thai civil service lies in the fact that HRM practices in the Thai civil service which, in this study, are training and development and law and discipline can be aligned with the values of good governance. In addition, HRM practices are a very effective instrument in establishing and controlling good governance climate in organization by shaping appropriate attitude, enhancing behaviours and professional ethics of employees and developing suitable organizational culture to maintain sustainability of an organization.

5.2.4 Findings of Research Question 4

- How ethics management and ethical culture have an impact on good governance practices in the Thai civil service?

It is evident that ethics management and ethical culture in the Thai civil service in not a new issue. The civil service of Thailand has long been faced with new challenges in terms of misconducts, conflicts of interest, corruption, bribery, nepotism and unethical practices of civil servants in bureaucratic institutions. The Thai civil service has put a tremendous effort in fighting against the wrongdoings of public servants. The Office of the Civil Service Commission (Thailand) set to Ethics promotion center and the sub-committee on ethics promotion. The main task is to promote ethics activities and make government agencies comply with their own codes of conducts.

It is undeniable that disciplinary frameworks, ethical and legal instruments play an important role in reducing unethical behaviours and promoting good governance in the Thai civil service. Hence, the government of Thailand emphasizes more and more on the establishment of standardized codes of conduct for public officials. However, in the serial mediation models observed in this study, no indirect effect of ethics management was found for the association of training and development and good governance. We can also see that there is no indirect effect of ethics management for the association of law and discipline and good governance. These results are consistent with previous research of Webley and Werner (2008) reporting that ethics management which emphasizes on creating codes of ethics and ethics policy are necessary but not sufficient, even though there are code of ethics, ethics programmers, they will not reduce corporate misconducts or support good governance mechanism if

they are not well-designed, not be driven with ethical leadership and not be incorporated in ethical culture at all levels of organization. Overall, from the result of this study, it is evident that ethical culture is the variable that has the strongest relationship with good governance. Though ethical culture can partially mediate the relationship between training and development to good governance and law and discipline to good governance, it has strong relationship with good governance which means that it is very influential in sustaining the good governance in the Thai civil service. Thus, HRM practices that intend to maintain the climate of good governance in the Thai civil service should be capable of encouraging the ethical corporate behaviours of civil servants.

5.3 Discussion of the Research Findings

5.3.1 The relationship of training and development and good governance in the Thai civil service

In terms of contributions that HRM practices have towards good governance, a summary of hypothesis testing of this study shows that training and development and law and discipline are significantly related to good governance at the organizational level, while the rest of HRM practices (recruitment and selection and compensation and rewards) revealed no such relationships.

In the qualitative section of the study, it was found that all key informants agreed that training and development is associated with good governance. It is evident that training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in the organizational setting.

Training focuses on activities to develop employees' competence for their current jobs and preparing them for future roles and responsibilities. The objective of training and development is to create learning organizations which ensure that employees through value addition can effectively perform their jobs, gain competitive advantage and seek self-growth approaches: this measurable performance resulting from good training and development, shall enhance good governance in the organization.

It is a process transferring values and knowledge to employees. It is equipping employers to translate those values and knowledge into practice with a view to enhancing the organization's effectiveness and productivity, and the quality of the management of people. Training and development can create good governance by implementing ethical values at the individual and organizational levels. In the Thai civil service, standard compliance programs that can create good governance require the training of employees on rules, regulations, and policies. But values orientation, integrated across the organization, will require more extensive employee development and training activities with a different focus. Because values orientation focuses on ethics across the organization, training needs to range broadly beyond knowing the rules, regulations, and policies. In particular, training needs to focus on the culture of the organization, its shared values and associated expectations. It also needs to focus on the behavior which could undermine the status of ethics in the organization's culture.

Training needs to be extensive and regular and to be aimed at employees at all levels, including executives. Ethical leadership has been found to be important to ethics program effectiveness. Therefore, leaders need to receive ethics training and they need to help convey the ethics message through their involvement in delivering training and through daily role modeling.

Training and development allow the practices of good governance to be established. High quality ethical training is one of the HR training functions that enhances the effective integration of ethical behaviour and actions among the employees.

Awareness training related to ethics builds a common understanding of the value of ethics and assists in creating ethical behaviour for improving individual and organizational outcomes. Roberson, Kulik and Pepper (2003) suggested that training objectives must be clarified, and the training needs to be effectively assessed.

Training programmes can improve ethical awareness and develop skills which can create and sustain an ethical climate within organizations. The top management needs to participate consistently in training programmes in order to be exemplars and role models for other members of the organization.

Training and development programs should be tailored to the specific needs of the organization, (Bartel, 1994). We can see that HRM can develop the dimensions of good governance through training and development. Moreover, we should not neglect on-the-job training which plays a significant role in enhancing organizational performance. Thus, a good coaching system in an organization should be very effective. Training and development can increase the skills, values, knowledge and capacities of members of an organization and that results in homogeneity and unity in the organization. When all members of an organization share the same values, it can effectively lead that organization to good governance practices.

5.3.2 The relationship of law and discipline to good governance in the Thai civil service

One another dimension of HRM practices that has a significant positive relationship with good governance is law and discipline. It is evident that there is high expectations and demands from the general public in terms of the transparency and effectiveness of the civil service. The media focuses more and more on the processes and procedures of the work of civil servants. The civil society wants to see the end of corruption, the patronage system and ineffective ways of working of the civil service. The government has faced a lot of inquiries and wants to make the civil service more effective in order to deliver a more effective service to the public. Legal matters related to public HRM and disciplinary proceedings of the misconduct of civil servants seem to be one of the most effective tools to control and prevent such behaviour.

In practice, good governance specifically involves promoting the rule of law. The Government and its officials are controlled by the law. Thus, in the context of the Thai civil service, the Civil Service Act (2008) is considered as the most important catalyst for achieving good governance in the Thai civil service. The Civil Service Act B.E. 2551 (2008) is an important legal framework prescribing the roles, and responsibilities of the civil service. It is undeniable that the Act also focused on the reform of the civil service in Thailand. It introduced a new human resource management system and regulations in various government agencies. The system

encourages civil servants to work professionally, with professional ethics based on the principles of good governance.

It is essential for the civil service to gain the trust of the public. Therefore, the regulations and practices of civil servants need to be transparent, fair, effective, and accountable. These factors will help the civil service to maintain the rule of law which is the core value of any public service and these values will definitely help the civil service to get more satisfaction from the public. However, where law enforcement is strong, people uphold the law not because of fear but because they have a stake in its effectiveness. In qualitative data analysis, we can see that some of the informants revealed that legislation related to civil service matters sets out the standards of ethical behaviour expected of civil servants. These are the core values which are set out in legislation and this is a fundamental approach to good governance.

5.3.3 The role of ethics management and ethical culture in good governance in the Thai civil service

Ethics management is a set of standardized ethical codes of conduct and ethical principles. By contrast, ethical culture consists of values both at the organizational and individual levels that emphasize ethical behavior that prevents misbehavior in organizations. It is incontestable that ethical culture can effectively prevent or even eradicate unethical conduct among employees. In fact, ethical culture in an organization has two main dimensions, which are the promotion of ethical conduct and the prevention of unethical conduct. The dimensions of ethical culture can be seen in Figure 5.2.

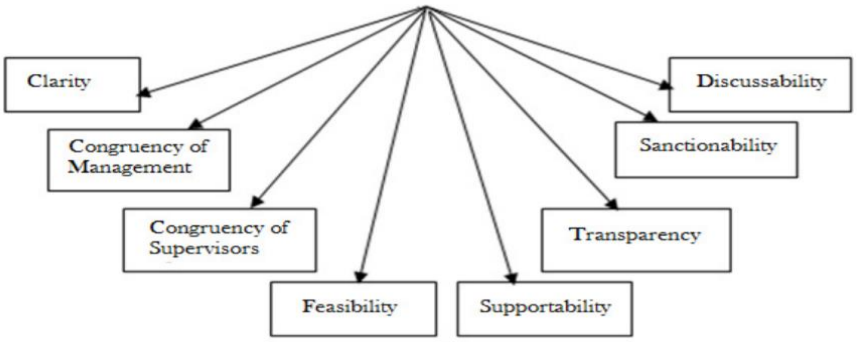


Figure 5.2 Dimension of ethical culture in an organization model by Kaptein (2008)

According to the research results a high level of law and discipline can result in ethics management having direct effects on good governance. However, ethics management itself alone does not have an association with good governance. By contrast, an ethical culture has a strong significant direct effect on good governance. In the casual model, we can observe this strong effect of ethical culture on good governance. This clearly shows that the ethical behavior of civil servants and an organizational ethical culture is strongly associated with good governance. So, it is not surprising to see HRM practices and functions that can improve the ethical culture or value of an organization and that can change or control the behavioural aspects of personnel will finally lead to good governance. We can conclude that ethics management and ethical culture can partially mediate the relationship between training and development, law and discipline and good governance, because there are some other factors that contribute and are involved in this relationship. The question about how HRM practices can strengthen the ethical culture of an organization and the ethical behavior of civil servants is interesting. In explaining this, Kohlberg's scale can illustrate some ideas about how people justify their behavior. The theory holds that moral reasoning development which is the basis for ethical behaviour has identifiable developmental stages (Kolberg, 1976; Daft, 2007). They are grouped into three levels of morality: pre-conventional which means rules are set down by others, conventional level which means individual adopt rules and sometimes subordinate his or her own needs to others in the group, and post-conventional morality which indicates that people define their own morals in terms of ethical principles that they want to follow.

Figure 5.3 Stages of Moral Reasoning Model developed by Kohlberg (1976)
Source: http://www.samyoung.co.nz/2017/01/kohlbergs-stages-of-moral-development.html

5.4 Contributions of the study

Even though the findings revealed that some HRM practices do not correlate with good governance, a number of empirical facts regarding the relationship between HRM practices and good governance in the civil service were verified.

Firstly, it was proved that the level of perception of HRM practices that contributes to good governance and the level of perception of good governance in the Thai civil service are high. The findings also revealed that training and development, law and discipline are HRM practices that can constitute direct and indirect relationships with good governance.

Findings in the literature revealed that recruitment and selection functions of HRM can provide equal opportunity to all when appointing candidates for job vacancies. Equal employment opportunity means providing all applicants and employees equal treatment regardless of their race, color, sex, religion, national origin, age, or disability (Kleiman, 2005) and HRM systems and policies can help to practice “egalitarianism” in the workplace. Moreover, pay and reward management systems and polices of an organization are claimed to foster equity and distributive justice in the workplace which is an element in good governance.

However, in the context and in the real practices of HRM in the Thai civil service, there are many other factors that affect good governance. Though the recruitment and selection and compensation and rewards are grounded and have

merit-based principles as a core value of practice, it can be seen in the qualitative data analysis that its relationship to good governance cannot is not significant.

The recruitment policy of a governmental organization is also determined by the nature of the work and the environment industry in which it operates and hence there are various internal and external factors that affect the recruitment and selections policy of the various organizations.

Informants in the recruitment and selection area also revealed that, ethical behavior is a key factor of good governance. Recruitment and selection are a key component of HRM practices at the entry point of human resources in any organization.

Though recruitment and selection procedures have tools and instruments that can predict some kinds and levels of behaviour, we can only predict the tendency of behaviour. Values of people can change over time and management can create an environment in which unethical behaviour can develop. The reason that recruitment and selection practices do not relate to good governance can be explained by many other factors, thus a holistic view of HRM approaches need to be considered and further study in this area needs to be undertaken.

Compensation and rewards in the civil service are also based on equity principles and are assumed to relate to good governance in terms of distributive justice, but in real perception and practice, there is a non-significant negative relationship between compensation and rewards and good governance. Perhaps most important of all, civil service salaries must reflect an adequate standard of living, both to minimize individuals' temptation to corruption, and to maximize the civil service's ability to attract and retain talented employees who can make a contribution to public service. Performance must be taken into account in setting pay, increment, or bonus levels, but must be based on actual performance.

It may be fairly said that a civil service which fails to implement, (through adequate and effective training and management leadership) and enforce its code of ethics in practice (through effective laws, disciplinary and management action), can expect to be ineffective in controlling corruption, and inefficient or incapable of providing services to the public.

Bawornwathana (1997) pointed out the movement for public bureaucracy's reform which grew out of the political climate in the 21st century. Those leading countries in public management reform explored the problems in each political culture and synthesized characteristics and approaches to deal with public management. Thus, the terms "governance" has come to involve in the transformation and reform of public bureaucracies to deal with the public administration. The new democratic governance paradigm advocates a multi-dimensional approach in bureaucracy. The new democratic governance paradigm emphasizes finding answers to the following questions:

1. What are the roles and responsibilities of government?
2. How can government perform tasks effectively and how can a government with global vision and flexibility be developed?
3. Who should control the operation of government?
4. Who benefits from government?

The concept of a new democratic governance paradigm aims at a smaller size of government and focuses on the productivity of work (Bowornwathana, 1997). The government should emphasize more and more on decentralization to local level or use the method of outsourcing that allows the professionals in specific areas to perform their work. This is the way that government can economize and increase the efficiency and effectiveness of their work. The government must have global vision and flexibility. Moreover, the government must be accountable and fair.

According to Tricker (1994), there are two concepts of good governance in the public sector: conformance and performance. Conformance consists of two elements: monitoring and supervising executive performance; and maintaining accountability while the performance approach consists of strategy formulation and policy making.

In the private sector, more emphasis is given to the conformance aspect. But in the public sector, the performance aspect is equally as important. Public sector good governance is basically concerned with structures and processes for decision making and with the controls and behaviour that support effective accountability for performance outcomes (Barrett, 1998).

Therefore, in order to achieve the good governance principles in the Thai civil service, the concept of ethics management and ethical culture were tested as

mediators in the model. The findings highlighted the importance of the two mediators. At this point, this is one of major contributions to the understanding of the mediators between HRM practices and good governance. Thus, the roles of ethics management and ethical culture which can partially mediate the relationship of HRM practices to good governance are explored with path analysis, causal model, and bootstrapping methods in Macro PROCESS to analyze the direct and indirect effects in this double mediation model.

Finally, these relationships indicated that training and development, law and disciplinary partially mediate their relationship to good governance via ethics management as the first mediator and ethical culture as the second mediator. This model can clarify the underlying mechanism of the relationships.

It can be seen that in the context of the Thai civil service, HRM practices that can affect, enforce, deal with or effectively control the behaviour of persons or the organizational culture like training and development and law and discipline tend to have significant relationships with good governance.

Hence, the way in which HRM practices can be related to good governance is through ethical culture and values both at the organizational level and the individual level with ant emphasis on ethical behavior. One interesting concept in this study is that ethics management in training and development itself does not have direct effects on good governance, which means the existence of controls outside individuals, or external controls, namely ethics legislation, codes of ethics and other rules and control mechanisms is not enough to bring about good governance. It needs to pass through the process of self-actualization in order to become part of the culture. From the result of this study, an ethical culture has the most of direct effect on good governance.

According to Crane and Matten (2007), Virtue ethics can be enhanced and developed through ethical conduct of behaviour which is the foundation of good governance principles. Thus, the morality and ethical behavior of Thai civil servants should be built through the culture of the organization.

These research findings have practical implication in the Thai civil service HRM in terms of the development of HRM practices that can effectively enhance good governance dimensions in the Thai civil service. It can be said that HR functions in each government agencies should play a more prominent role in ethics compliance

management. This is largely because of the important role employees' fairness evaluations play in employees' reactions to ethics and compliance initiatives. It is recommended that HR staff in government agencies should play the role of agents of integrity and the HR unit and its functions can maintain and balance ethical values in the organization by integrating ethical considerations into different aspects of organization management. Therefore, HR staff and departments need to focus more on training and development, regulatory bodies and disciplinary procedures to support an ethical culture and play a more central role in ethics management initiatives which in turn can create and sustain good governance in governmental organizations.

5.5 Limitations and Suggestions for Further Study

As mentioned earlier, there are many other HRM practices that may need to be explored and studied to ascertain their relationship to good governance in the Thai civil service, such as performance appraisal, promotion, career management, or even the holistic approaches of HRM functions and practices, to find more effective relationships.

Another limitation of this study was the perspective adopted. This study has been first and foremost limited to the study of two mediators which are ethics management and ethical culture. This can thus also be seen as a limiting factor in this study.

Moreover, this study listed the determinants of HRM practices, their implementation and organization in the context of the Thai civil service, which is in distinction to other types of organizations. Therefore, the results could be inapplicable to other types of organizations. The culture, the core values and the perception of civil servants in the Thai civil service is different from the nature of other kinds of organization. That’s the reason why, further study should be directed at the roles of HRM practices in enhancing good governance in different organizations and cultures, and then we can conduct a comparative study in order to get more specific explanations of the relationship between HRM practices and perceptions of good governance in different types of organizations.

Secondly, other dimensions of Human Resource Development (HRD) could be included in further study as the concept of good governance can be abundantly and effectively explained by the HRD practices.

Ultimately, the aim of this research is to study casual relationships between HRM practices and good governance in the context of the Thai civil service. However, further study could be done in the form of experimental research by using HRM practices in this research that contribute to good governance to build up new practices or activities that can improve or reinforce strategic HRM in the workplace.

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APPENDICES

APPENDIX A

RESEARCH QUESTIONNAIRES

RESEARCH QUESTIONNAIRES

THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES IN PROMOTING GOOD GOVERNANCE IN THE THAI CIVIL SERVICE

……

Directions

1. This research questionnaire is a part of the requirements for the Degree of Doctor of Philosophy (Development Administration), School of Public Administration, National Institute of Development Administration.
2. The objective of this research is to investigate the relationships between HRM practices and good governance in the Thai civil service
3. This research questionnaire is divided into 4 parts: 1) demographic information of respondents 2) opinions on the association between HRM practices and good governance and 3) opinions on good governance, ethics management and ethical culture 4) Open-ended questions

.....

Part 1 Demographic information

Directions Please make ✓ in front of your choices.

1. Sex ( ) female ( ) male

2. Age ( ) below 20 years ( ) 20 – 30 years ( ) 31 – 40 years ( ) more than 40 years

3. Education ( ) Below bachelor's ( ) bachelor's ( ) Master's ( ) Doctorate

4. Time of serving civil service ( ) less than 2 years ( ) 2-5 years ( ) 6–10years ( ) 11-20 years ( ) more than 20 year

5. Job characteristics

( ) 1.Medicine, Nursing, and Public Health

( ) 2.Administration, Statistics, Legal affairs and Diplomacy

( ) 3.Finance, Economics, Commerce and Industry

( ) 4.Transportation, Logistic and Communication

( ) 5.Agriculture

( ) 6.Scientific

( ) 7.Engineering, Architecture and Technique

( ) 8.Education, Arts, Social science and Social work

6. Ministries in the civil service

( ) 1.Office of Prime Minister

( ) 2.Ministry of Foreign Affairs

( ) 3.Ministry of Finance

( ) 4.Ministry of Tourism and Sports

( ) 5.Ministry of Social Development and Social Security

( ) 6.Ministry of Education

( ) 7.Ministry of Agriculture

( ) 8.Ministry of Transportation

( ) 9.Ministry of Culture

( ) 10.Ministry of Public Health

( ) 11.Independent departments

( ) 12.Ministry of Natural resources and Environment

( ) 13.Ministry of Digital Economy and Society

( ) 14.Ministry of Energy

( ) 15. Ministry of Interior

( ) 16.Ministry of Commerce

( ) 17.Ministry of Justice

( ) 18.Ministry of Labour

( ) 19.Ministry of Science and Technology

( ) 20.Ministry of Industry

Part 2 opinions on the association between HRM practices and good governance (items 1 - 20)

<u>Directions</u> Please make ✓ to indicate the level of your agreement on the following items.

1) Recruitment and selection

No.	Recruitment and selection	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
1	Your organization has regulated fair procedures of recruitment and selection and follow those procedures accordingly					
2	Rules and regulations of recruitment and selection in your organization are performed on the basis of equal opportunity and non-discrimination					
3	Procedures and processes in recruitment and selection consist of ethics which provides transparency and accountability.					
4	Recruitment and selection in your organization focuses on recruiting and selecting suitable persons that possess virtue and professional ethics					
5	Regulations related to recruitment and selection in your organization can create fairness of management in Thai civil service.					

2) Compensation and rewards

No.	Compensation and rewards	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
6	Your organization has effective systems of compensation and rewards.					
7	The systems of compensation and rewards in your organization can enhance the efficiency and effectiveness of civil servants in performing their duties.					
8	The systems of compensation and rewards in your organization correspond to the best practices in the labour market which can effectively promote the quality and security of life.					
9	The systems of compensation and rewards in your organization make civil servants realize the importance of their duties and also respect the regulations of their duties.					
10	The systems of compensation and rewards in your organization are created on the concepts of equity, distributive justice, and civil servants who have comparable competences, experiences, skills and responsibilities are fairly compensated on the same basis of equity.					

3) Training and development

No.	Training and development	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
11	Your organization provides effective training and development programs for civil servants.					
12	Training and developments systems in your organization motivate civil servants to participate and improve their capacities to achieve their goals.					
13	Training and development systems in your organization allow civil servants to improve their performance in order to deliver the effective public services that respond to the needs of the people.					
14	Training and developments systems in your organization play a significant role in promoting the professional ethics of civil servants.					
15	Training and developments systems in your organization help promote transparency and make civil servants have standardized decision-making processes at work.					

4) Law and disciplinary

No.	Law and disciplinary	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
16	Your organization has law and disciplinary systems which contribute to the code of conducts and ethics of civil servants					
17	Laws and disciplinary systems in your organization require civil servants to realize and obey the principles of ethics.					
18	Rules and regulations in your organizations promote the proper self-control, dedication, and orderly conduct of civil servants					
19	Laws and disciplinary standards in your organization help civil servants to perform their jobs on the basis of the rule of law.					
20	Laws and disciplinary standards in your organization promote the responsibilities and accountabilities of civil servants towards the jobs they are assigned.					

<u>Part 3</u> Opinions on good governance, ethics management and ethical culture in your organization (items 21 - 58).

<u>Directions</u> Please make ✓ to indicate the level of your agreement on the following items.

No.	Transparency	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
21	Your organization has an effective internal audit system.					
22	The goal of a merit system in your organization is to provide effective personnel management.					
23	Your organization tends to move toward greater transparency in terms of the disclosure of information to the public.					
24	Your organization has an external committee to inspect the work proceedings.					
25	Your organization emphasizes a punishment system which is fair and examinable.					
No.	**Participation**	**(5) Strongly agree**	**(4) Agree**	**(3) Fair**	**(2) Disagree**	**(1) Strongly disagree**
26	In your organization, public hearings are held as a part of the public inquiry process.					
27	Your organization takes into account the problems and needs of the public and uses them to determine working strategies.					
28	Your organization uses different kinds of communication channels and tools to communicate with the public					
29	Your organization allows civil servants in the organization to express their opinions and can mutually take part in decision-making.					
30	Your organization provides opportunities for employees and the public to express their opinions and takes those opinions into account.					

No.	Rule of law	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
31	Your organization clearly separates management functions and authorities.					
32	Your organization has rules and regulations that protect the rights and freedom of civil servants.					
33	Your organization clearly defines regulatory processes and responsibilities in performing tasks.					
34	Leaders in different levels in your organization have autonomy in the execution of their authority under related laws and regulations.					
35	Civil servants in your organization abide by the laws, regulations and conditions of civil servants.					
No.	**Accountability and responsibility**	**(5) Strongly agree**	**(4) Agree**	**(3) Fair**	**(2) Disagree**	**(1) Strongly disagree**
36	Your organization clearly determined goals, visions and strategies and civil servants in your organization perceive the values of the organization.					
37	Civil servants in your organization are accountable for their duties and are ready to promptly solve problems in duties.					
38	Your organization has a system of coaching and team working.					
39	Your organization has a work monitoring and evaluation system.					
40	The accountability policies and mechanisms in your organization make civil servants have accountabilities and responsibilities towards their duties.					

No.	Efficiency and effectiveness	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
41	Your organization plays a significant role in supporting civil servants to achieve their goals.					
42	Your organization manages resources effectively and uses available resources for the utmost benefit of the public.					
43	Your organization focuses on the enhancement of skills and competencies of civil servants.					
44	Your organization has strategic visions to carry out work which effectively responds to the needs of citizens and stakeholders.					
45	Your organization can follow the determined workflow and accomplish the planned targets.					
No.	**Responsiveness**	**(5) Strongly agree**	**(4) Agree**	**(3) Fair**	**(2) Disagree**	**(1) Strongly disagree**
46	One of the missions of your organization is to respond to the needs of citizens.					
47	Work performance of your organization effectively responds to citizens' needs.					
48	Your organization is able to adapt to the changing environment and the increasing demands of the public in various dimensions.					
49	Your organization can complete its missions and deliver tasks on time.					
50	The work outcomes of your organization help build trust between the government and the public.					

No.	Ethics management	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
51	Your organization consistently organizes legal-ethical compliance activities and practices that can enhance and promote the ethics of civil servants.					
52	The leaders of your organization possess have ethic leadership and are role-models in terms of ethics.					
53	The policies and management practices in your organization clearly communicate ethical values to all civil servants and require all civil servants to adhere to the highest levels of justice and fairness.					
54	Management systems in your organization can motivate civil servants to have trust and make them engage with the laws, regulations and social conventions that promote ethical standards.					

No.	Ethical culture	(5) Strongly agree	(4) Agree	(3) Fair	(2) Disagree	(1) Strongly disagree
55	Your organization has a set of core values that promote fairness and enhances ethical behavior among the members of the organization.					
56	Your organization provides normative guidelines for ethical conduct and obeys the law and disciplinary proceedings.					
57	Your organization requires civil servants to realize the value that they have towards the organization and your organization aims at fostering and facilitating the well-being of civil servants.					
58	Your organization uses the ethical commitment and standards as core values of the organization.					

Part 4 Open-ended questions

1. In your opinion, how HRM practices can enhance good governance in the Thai civil service?

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2. In your opinion, What HRM factors can build up good governance in your organization?

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3. Additional suggestions

- Thank you for your kind cooperation -

APPENDIX B
INTERVIEWING GUIDE

Interviewing Guide

Introduction: Self-introduction

Purpose of Interview: To investigate the relationship between HRM practices and good governance and explore the roles of ethics management and ethical culture in the Thai civil service

Outline of interview questions

1. How HRM practices that are involved in your work and responsibilities can relate to good governance in the civil service?
2. From your perspective, how HRM practices can enhance the good governance and through what channels can HRM create and carry on the practices of good governance?
3. In the context of the Thai civil service, do you believe that the HRM practices can encourage ethics management and embed the ethical culture in your organization?
4. From your experience, would you agree that through ethical culture embedded in your organization, HRM practices can enhance good governance? And why?

APPENDIX C

EXAMPLES OF FORMAL AUTHORIZATION

ที่ มท ๐๓๐๒.๒ /๒๐๗๔๕

กรมการปกครอง
ถนนอัษฎาง กทม. ๑๐๒๐๐

๑๙ ตุลาคม ๒๕๖๐

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลและสัมภาษณ์เพื่อประกอบการทำวิทยานิพนธ์

เรียน คณบดีคณะรัฐประศาสนศาสตร์ สถาบันบัณฑิตพัฒนบริหารศาสตร์

อ้างถึง หนังสือคณะรัฐประศาสนศาสตร์ ที่ ศธ ๐๕๒๖.๐๒/๖๑๖ ลงวันที่ ๑๖ สิงหาคม ๒๕๖๐

ตามที่ขอความอนุเคราะห์ให้ นางสาวพัชรินทร์ภรณ์ สารถ้อย นักศึกษาหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการบริหารการพัฒนา (หลักสูตรนานาชาติ) คณะรัฐประศาสนศาสตร์ สถาบันบัณฑิตพัฒนบริหารศาสตร์ จัดเก็บข้อมูลที่เกี่ยวข้องจากผู้บริหารและข้าราชการในสังกัดกรมการปกครอง เพื่อประกอบการทำวิทยานิพนธ์ นั้น

กรมการปกครอง อนุญาตให้ นางสาวพัชรินทร์ภรณ์ สารถ้อย จัดเก็บข้อมูลบุคคลที่เกี่ยวข้องจากข้าราชการในสังกัด กองการเจ้าหน้าที่ ทั้งนี้โดยมอบหมายให้ นายปัญญรัตน์ รัตตรัตน์ ตำแหน่ง เจ้าหน้าที่วิเคราะห์นโยบายและแผน สังกัดส่วนวางแผนอัตรากำลังและพัฒนาระบบงาน กองการเจ้าหน้าที่ หมายเลขโทรศัพท์ ๐๙๔-๘๖๕๙๖๔๙ เป็นผู้ประสานงานในการจัดเก็บข้อมูล

จึงเรียนมาเพื่อทราบ

ขอแสดงความนับถือ

(นายศักดิ์ชัย แตงส่อ)
รองอธิบดี ปฏิบัติราชการแทน
อธิบดีกรมการปกครอง

กองการเจ้าหน้าที่
ส่วนวางแผนอัตรากำลังและพัฒนาระบบงาน
โทร./โทรสาร ๐-๒๒๒๑-๑๘๒๔ ต่อ ๒๓๐/๒๒๕

☐ เลขานุการคณะ
☐ กลุ่มงานบริหาร
☑ กลุ่มงานการศึกษา
☐ กลุ่มงานการเงิน
☐ กลุ่มงานแผนฯ
☐ กลุ่มงานสนับสนุนงานวิชาการ
☐ กลุ่มงานอื่น

คณะรัฐประศาสนศาสตร์
เลขรับ 1199
วันที่ 20 ต.ค. 60
เวลา 10.15 น.

☐ เลขานุการคณะ.....
☐ กลุ่มงานบริหารฯ.....
☑ กลุ่มงานการศึกษา.....
☐ กลุ่มงานการเงิน.....
☐ กลุ่มงานแผนฯ.....
☐ กลุ่มงานสนับสนุนงานวิชาการ.....
☐ กลุ่มงานสื่อสาร.....

ที่ นร ๑๐๐๗.๔/๑๕๑๕

สำนักงาน ก.พ.
ถนนติวานนท์ จังหลัดนนทบุรี ๑๑๐๐๐

๑๘ ตุลาคม ๒๕๖๐

คณะรัฐประศาสนศาสตร์
เลขรับ ๒๐๐
วันที่ ๒๐ ต.ค. ๖๐
เวลา ๑๖.๒๐ น.

เรื่อง ให้ความอนุเคราะห์การเก็บข้อมูลและสัมภาษณ์เพื่อประกอบการทำวิทยานิพนธ์

เรียน คณบดีคณะรัฐประศาสนศาสตร์ สถาบันบัณฑิตพัฒนบริหารศาสตร์

อ้างถึง หนังสือคณะรัฐประศาสนศาสตร์ สถาบันบัณฑิตพัฒนบริหารศาสตร์ ที่ ศธ ๐๕๒๖.๐๒/๖๑๔ ลงวันที่ ๑๖ สิงหาคม ๒๕๖๐

สิ่งที่ส่งมาด้วย รายชื่อข้าราชการที่เป็นผู้ให้สัมภาษณ์ จำนวน ๑ ฉบับ

ตามหนังสือที่อ้างถึง แจ้งว่านางสาวพัชรินทร์ภรณ์ สารถ้อย นักศึกษาหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการบริหารการพัฒนา (หลักสูตรนานาชาติ) คณะรัฐประศาสนศาสตร์ สถาบันบัณฑิตพัฒนบริหารศาสตร์ ขอความอนุเคราะห์เก็บข้อมูลและสัมภาษณ์ผู้บริหารและข้าราชการในสำนักงาน ก.พ. เพื่อนำข้อมูลไปใช้ประกอบการทำวิทยานิพนธ์ในเรื่อง “The roles of Human Resources Management practices in promoting good governance in Thai civil service” ความละเอียดแจ้งแล้ว นั้น

สำนักงาน ก.พ. พิจารณาแล้ว ยินดีให้นักศึกษารายดังกล่าวเก็บข้อมูลและสัมภาษณ์ โดยมอบหมายให้ข้าราชการดังรายชื่อตามสิ่งที่ส่งมาด้วย เป็นผู้ให้สัมภาษณ์ ทั้งนี้ นักศึกษาสามารถติดต่อนัดหมายวันและเวลากับผู้ให้สัมภาษณ์โดยตรงต่อไป

จึงเรียนมาเพื่อโปรดทราบ

ขอแสดงความนับถือ

(นายสุวัฒน์ เอื้อเฟื้อ)
ผู้อำนวยการสำนักงานเลขาธิการ ปฏิบัติราชการแทน
เลขาธิการ ก.พ.

สำนักงานเลขาธิการ
โทร. ๐ ๒๕๔๗ ๑๐๐๐ ต่อ ๖๓๒๑
โทรสาร ๐ ๒๕๔๗ ๑๓๘๐

รายชื่อข้าราชการที่เป็นผู้ให้สัมภาษณ์

ที่	ชื่อ – สกุล	ตำแหน่ง	เบอร์โทรติดต่อ
๑	นายสุรพงษ์ มาลี	นักทรัพยากรบุคคลเชี่ยวชาญ	๐ ๒๕๔๗ ๑๙๖๔
๒	นายศิริโชค สาธุพันธุ์	นักทรัพยากรบุคคลเชี่ยวชาญ	๐ ๒๕๔๗ ๑๘๒๓
๓	นางสาวกำไล อ่างแก้ว	นักทรัพยากรบุคคลเชี่ยวชาญ	๐ ๒๕๔๗ ๑๐๐๐ ต่อ ๘๗๔๐

BIOGRAPHY

NAME	Phatcharinporn Sarnthoy
ACADEMIC BACKGROUND	- Bachelor of Arts, majoring in French literature, First - Class Honors, Gold Medal (First Rank) Bhumiphol's Scholarship Award , Thammasat University, Thailand (2006) - Master of Arts, majoring in French for business world (International programme), Chulalongkorn University, Thailand (2010)
EXPERIENCES	Human Resources Officer at The Office of the Civil Service Commission (Thailand) Year 2011 - 2012 - Strategies for recruitment and selection - Proactive recruitment in the civil service Year 2013 - 2015 - Academic degree accreditation for the instatement of civil servants - Compensation and remuneration scheme for civil servants according to their academic degree obtained Year 2016 - present - Assessment tools - Instruments development for recruitment and selection