

DEVELOPMENT OF CAPABILITIES OF THE LOCAL GOVERNMENT IN THAILAND

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Abstract

The purpose of this research is to study the best practices for the local government organization which requires capabilities. The research used the type of operating research as Qualitative Research, by the method of Participatory Action Research. The collections of data were performed by group interview, in-depth interview, observation and the document study, from the personnels of Donkaew Sub-district Administration Organization (SAO), Mae Rim District, Chiangmai ; and analysed the qualitative data by interpreting to create the inductive conclusion and analysed the contents From the outcome of the research the followings are found out the best practices of the local administration organization :-

1. The capabilities of the personnels which help Donkaew SAO to achieve success continuously after operation, are: (1) The various skills to perform the jobs (2) Volunteer Spirit (3) Leadership (4) The ability to coordinate (5) Creative Ideas.

2. The corporate culture which helps Donkaew SAO to achieve success continuously after operation, are: (1) Culture to emphasize the public interest (2) Culture to operate with transparency (3) Culture to decentralize.

3. Communication which helps Donkaew SAO to achieve success continuously after operation, are: (1) Communication which creates ownership (2) Communicate with various concerned persons (3) Applying Information Technology for community communication.

The capabilities of Donkaew SAO are the best practices for the local government organization which required capabilities. It is found out that to mobilize the local government organization which has the foundation from creating the culture to emphasize public interest and developing people to be the part of the process and to be the target of the development; it requires to adapt the role of the people, from the person who receives the services, to be the person who is the co-developer of his own local area. These will help to achieve the targets of the development.

Keywords: Capabilities of the Organization ; Local Government Organization.

Introduction

Local Administration Organization has an important mission for developing national better quality of life in local area as the purpose of Sub-district Council's act and the determination for decentralization of Sub-District Administration Organization. This is to disperse the power from central location and allocate the resources to local citizen needs as the concept of New Public Management that focusing on the worth public service management and the solution of local administration organization service in Thailand. The transformation of local area becoming city, causing problem of public utility that needs to be develop. And as the strictly and formally in regulation and procedure of government culture including the lacking skill in personnel and lack of development in terms of performance , causing the problem to be more complicate and continue further. Moreover, citizen still do not understand about the working process of local administration organization because of the lacking in communication, causing the unworthy in public service and doesn't meet the rapid change of people's need. Therefore, local administration organization must have the strategic thinking's capacity, the potential to improve continuously and the skillful human resource.

Therefore, it is important to study from Don Kaew Local Administration organization which receives the outstanding Sub-district Administrative Organization award for 5 consecutive years. The study topic was about the organization management, the characteristic of human resource, the community features and the essential factors for local administration organization to become successful. To be a good example of local administration which is follow aim of decentralization in democracy that people can be a part of government.

Objective

To study the best practices of Local administration organization.

Expected outcome

1. Citizen will receive a better quality and quicker service that match their needs.
2. A Guide to an efficient operation for other local administration organization.
3. A fundamental knowledge of local innovation development in other field.
4. Supporting the operation as the following Licensing Facilitation Act 2015.

Research methodology

This is a Qualitative Research by using participatory research method. The population of this research is Don Kaew Sub-district Administrative Organization, Mae Rim District, Chiang Mai. The researcher use the purposive sampling because Don Kaew Sub-district Administrative Organization has been an efficient organization with a certified of King Prajadhipok's reward for 5 consecutive years. Local administration organization may have a difference in size but with similar objective. Also all of local administration organization are under the regulation of Department of Local Administration. Therefore, Don Kaew Sub-district Administrative Organization shall be a good and appropriate example for researching in efficient administration organization.

Materials and Methods. The data collection of this research has collected in both primary and secondary data 1) group interview for 5 – 10 persons 2) in-depth interview from the importance information person 3) Observe by participate in the annual meeting of Don Kaew Sub-district Administrative Organization 4) Collect secondary data by studying and analyzing documents of Don Kaew Sub-district Administrative Organization's and applying with Cresswell(2014) research to provide qualitative data in document form for comparative analysis. After the collection, The researcher searches for the main subject by screening text and searching for repeated words before summarize it to categorize the data. Later, the researcher verify data accuration and reliability by triangulation verification and verify with involved group. This is to certify the conclusion will be related to the context.

Results

The results of this research demonstrate Don Kaew Sub-district Administrative Organization has the best practices which can be describe in 2 levels, human resource level and organization level.

The working progress of Don Kaew Sub-district Administrative Organization is following the act of constitution in 1997 by decentralizing and give the opportunities to citizen for participation in local administration and problem solution with freedom in decision and working process. The participation in solving problem builds up the loyalty and responsibilities in themselves, also realizing the problem of their own local area, for example, the shortage of budget and human resource. This makes people put their focus in the common interest more than their own interests.

Don Kaew SAO thinks highly of transparency in working with verifiable, for examples, Revealing the judging criteria and discretion in important topic such as promotion, budget allocation or recruitment which effects the decreasing in patron-client system. Every candidate must take a test and evaluate in 360 degrees. With this merit system, human resource will be skillful, fully functional, be able to replace job duties and summarize the working in knowledge to share with others. This supports lifelong learning process which implement the innovative thinking , proactiveness in volunteer mind, not give up the toughness of work, responsibilities above the job position and past experience, leadership in making decision, solving problems, be able to working with other organization, accept for monitoring and evaluation and has managing method to reach the goal.

The excellence in communication with people inside community and outside organization is one of the development strategies to join people to be a part of solving problems, learning together at the same time, receiving same information, builds up the loyalty and unity in people and motivate them to join develop activities. This is an open administration and also builds up and broadcast image of Don Kaew Sub-district Administrative Organization through worldwide and updated communication which attracting the outsiders to interest in organization and local budget structure. This is extremely successful in communication.

It can be summarize that the excellence in operation of local administration at Don Kaew Sub-district Administrative Organization in to 3 subjects. The first one is potential, 1) Skillful human resource and varieties of specialization. 2) Hard work and determination 3) leadership 4) service mind and public service ideology 5) coordination capabilities 6) self-monitoring and self-evaluation and 7) the diligent for learning. The second one is organization culture, 1) freedom in working and decision 2) great communication 3) Participation inside and outside community 4) Creative thinking 5) Recruitment 6) Identity 7) The vision of leader following the democracy administration 8) human resource evaluation in 360 degrees. The last one is communication in organization, 1) communication for valuation in local people 2) communication for citizen participation 3) communication for activities attention 4) beneficial communication 5) great channel in communication

Discussion

The efficient development in local administration organization must consist of quality human resource to achieve success and the constantly development, as related to the research of Supawattanakorn Wongtanawas and Thachchalerm Suttipongpreecha (2556:37-38) Shigetom I and Shinichi(2006.p.15) Fabrice Roghe, Andrew Toma, Julie Kilmann, Ralf Dicke, and Rainer Strack(2012) Udo Zaner, Bruce Kogut(1995.p.76-77) McKinsey and Company(2010) www.100venture.com. These research describes the reason of potential human resource that appropriate for public service comes from the public mind. The difference of the result with related research are the system of Don Kaew SAO which design for people to be able to work in arrangement for job duties. The interesting thing in this organization is the designing knowledge and creation of information center in Don Kaew SAO by learning from performance. The summarizing and sharing knowledge in organization has been success so far and becomes the information center of SAO. These outcomes are the results from self-development and information expanding to outsider which attract people to learn in working process and budget of development project. The human resource will be full of capabilities to learn and innovate.

“SAO and citizen, we learn together “ the meaning of this quote is, what SAO knows, people will need to know as well. This reflects the transparency in working which eradicate the corruption problem. Citizen will understand about organization information such as the criteria of budget management, the criteria for recruitment, short of budget and human resource. This builds up the loyalty in citizen and reflects in action by citizen participation with Don Kaew SAO for gathering resources that needs for development.

Another topic to discuss is about the human resource management in Don Kaew SAO. The merit system that use for recruitment builds up the competitive environment under the same rules which makes the recruiting more efficient and encourage the staff. This builds the image of equality and the role model in administration following a substantive legal principle. Citizens feel reliable in human resource of organization as the recruiting that “put the right man on the right job”. The development in human resources is also appropriate and related to the concept of McKinsey & Company (2010) in the importance of training in organization. Training in Don Kaew SAO use the method of on-the-job-training which can be learn and evaluate on the right focus and clear result. Also Don Kaew SAO has an outsource workshop for more education as well. This can be see clearly of the importance of human resource development no lesser than the importance in administration.

Furthermore, the organization has built the innovative resolution for organization which is highly accepted for the success in operation. The results of this innovation are related to Shigetom I and Shinichi (2006, p.15) research. Local people becomes part of planning for solving problem with creative thinking. Human resources are highly potential, they determine to solve the problem for people, to give a good service and to make a better quality of life for local people. Not only their public mind, they also improve themselves and be able to learn personnel experienced and share it continuously. Projects that can describe development constantly for example, Tak Tor Sai Yai project for disabilities in Don Kaew sub-district. Moreover, the constantly learning of staff results to the development of potential and varieties of skill which makes them be able to perform to work above their position or experience and to perform in arrangement of job duties. The staffs perform their duties focusing on solving problem without conflict which has the same result as Fabrice Roghe, Andrew Toma, Julie Kilmann, Ralf Dicke, and Rainer Strack(2012) research that the potential organization must have the mechanic of cooperation in different duties ,the attention on staff performance and the good point of view in working process. Don Kaew SAO has managed organization structure that appropriate for the vision of local administration board with a constantly adaptation and flexible working process which the board can organize their duties appropriately and every position has a job to do. Every staff can working and presenting their performance clearly and SAO has a 360 degrees evaluation that focusing on the transparency in human resource administration following the rule of law, merit and morality to achieve the goal.

The communication in Don Kaew SAO builds up the participation in local citizen with opened system. The determination to communicate with citizen through varieties of channel such as social media and radio results to the citizen feedback which regard to success in two way communication. The participation in citizen comes from the constant communicate from organization, builds up the attention in local activities and loyalty. Furthermore, this form of participation is related to Hans Buis and Jamie Boex(2015) research which talks about the first level in organization evaluation. The research describe that the good local organization must have a transparency in politics, be able to reveal the decision to the citizen, and performing with effectiveness. Don Kaew SAO succession comes from the participation and highly skilled human resource to builds a consensus for citizen with peaceful.

The public service that comes from the participation of citizen and the cooperation with inside and outside local organization are related to the result of Supawattanakorn Wongtanawas and Tharchchalerm

Suttipong(2013) which describe that the intention of decentralization comes from the cooperation of citizen and local government. Citizen will learn about organization administration, resource management and be able to solve the problem by themselves. They can analyze the problem and recommend for the solution by themselves which results them to learn about local regulation, public responsibilities, create a culture of focusing on public interest. This is the working ambition that makes the loyalty in people.

Suggestion. The reason behind the success Don Kaew SAO is a small size of local organization which are easier to manage than other form of organization. The suggestion policy are 1) Preparation for changing in reformation of enlargement in local organization 2) aware the importance of legislating regulation of development in administration government system to serve the growth and complicate conflict 3) Focusing on efficiency of collecting local tax to increase the development local budget 4) Environment problem that most occur from local citizen. The local city planning and other interest that might affects the administration process or conflict with Don Kaew SAO in future are important as well. Therefore, Don kaew SAO should prepare for a larger problem similar to large local administration organization. Furthermore, the advantage of learning the efficient working process at Don Kaew SAO should be summarize in form of academic for Thailand administration subject to educate those interested in future. The academic summary will be a better way than publicize the experience in SAO administration which will be a further benefit for potential development in Thailand local administration organization in form of substantial knowledge.

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