

Guidelines for Excellence of Municipality Development: A Case Study of Bansong Sub-district Municipality, Chachoengsao Province

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Abstract

This research's purposes were: (1) to study the opinions of participants regarding guidelines for the excellence of municipality development, and (2) to propose guidelines for the excellence of municipality development. A research questionnaire is used as a tool to collect data from 61 respondents. An in-depth interview is conducted with 5 key informants. Statistics used in this research consisted of Percentage, Mean and Standard Deviation. The research results showed that: 1. the levels of guidelines for the excellence of municipality development, in total, were at the highest level. In particular, giving importance to service receivers and stakeholders had the highest mean value, followed by assessment of work operation, organizational leading, an analysis and knowledge management, process management, strategic planning, and focusing on human resources respectively. 2. The guidelines for the excellence of municipality development are consisted of setting vision, strategy, goal and value of the organization, giving importance to service receivers, an application of modern knowledge and technology, recruitment of skillful personnel, transparency and participation, putting the right men on the right jobs, controlling and work performance assessment. This study provided important recommendations such sub-district municipality should have a controlling and evaluation system of work performance and provide feedback to employees for more improvement, should buy modern materials and instruments sufficient for working, should train personnel to have knowledge and skill about local organization administration and increase the number of employees sufficient for working, and should receive an allocation of budget sufficient for working.

Keywords: Development Bansong Sub-district Municipality, the Excellence, Stakeholders

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Introduction

Thai local governance has a long and continuous evolution which can be traced back to the Sukhothai regime during 1718 B.E. From that time, the Thai government has been divided into different bureaucratic sections based on the concepts and ideas of governance of each reign. In the year 2475 B.E., the Thai regime has been changed from absolute monarchy to democracy, the Thai government has changed the structure of the government ruling system by enacting an Act on State Administration Regulations of Thailand B.E. 2476 with substances that focus on regulations for the state administration. This Act divided state administration into 3 sections: Central state administration, regional state administration, and local state administration. In the same year, there was the Municipal Regulation Act, which divided municipalities into 3 levels: City municipality, district municipality and sub-district municipality. An Issuance of the two Acts was considered as the origin of rural administration, called “local administration.” Local administration is an activity in which the central government assigned some authorities to local agencies to operate with their own budget and staff and take management responsibility in some public activities on behalf of the central government. The current local administration regulation has divided Thai local government organization into 5 models: provincial administrative organization, municipality, sub-district administrative organization, Bangkok metropolis, and Pattaya, which is a form of special administrative organization.

In the year 2476 B.E., there were only 117 municipalities and most of them did not progress and reach their goals due to a lack of knowledge and understanding of the local people. In local administrative organizations, the central government did not decentralize financial power appropriately, thus, it has limited capability in self-management, leading to the continuous dependence on the central government. Therefore, the Thai government was trying to solve these problems and obstacles by improving the Municipal Acts at least three times in the year 2481 B.E., 2486 B.E., and 2496 B.E., which this Act of the year 2496 B.E has been implemented since the current time.

Currently, there were 2082 municipalities, which can be divided into 27 city municipalities, 155 district municipalities, and 1900 sub-district municipalities. The important authority and responsibility were divided into 6 aspects: Basic infrastructure, life quality improvement, community regulation management, and peace maintenance, planning, commercial and tourism investment, and



management and preservation of natural resource and environment, art and culture, norm and tradition and local wisdom.

From the aforementioned duties and responsibilities, there are questions that whether local administrative organizations can provide quality services to people and respond to the need of people or not? Moreover, there are some rumors about dishonesty and conflict in the management of some municipalities. Such situations deteriorate the stability and credibility of local administrative organizations. In such situations, the municipality should raise a quality standard in order to provide satisfactory services to people. It should develop various management capabilities to be excellent in order to respond to the need of people effectively and efficiently.

Therefore, the researchers are interested in conducting this research in order to find out the best guidelines for the excellence of municipality development. The researchers believe that the results of this study can be used as the ways to improve service quality and performance of municipality to respond to the needs of the people and to raise life quality of the people in that community. Moreover, the results of this study can be used as a guideline to develop the country as a whole.

Purposes of the study

- (1) To study the opinions of participants regarding guidelines for the excellence of municipality development
- (2) To propose guidelines for the excellence of municipality development.

Literature Survey

The municipality development consists of three components: 1. Municipality development is the process of improving human life quality, including the economy and society. 2. Municipality development focuses on the balance and equity of the economy and society. 3. Municipality development leads to the thorough distribution of income and service to people in the rural regions (Rueksarai, D., 1984) The municipality must place priority on service quality to people and stakeholders. Organizations must have a good management system and management organizations with good governances. Good governance principle which can be applied to develop



municipality consists of 1. Rule of law, having fair and just rules and regulations accepted by each party. 2. Virtue, applying ethics and merit to lead the organization. 3. Transparency, prioritizing transparency and be able to be checked and investigated. 4. Participation, providing opportunities for people to participate in setting plan and activities of the organization. 5. Responsibility, working with concern about well-being, well-fare, and benefits of people. 6. Effectiveness and efficiency, working to reach the goals and objectives of the organization with priority on using resource efficiently (Channuwong, S. & Montrikul Na Ayudhaya, B., 2017) Leading organization is very much important to the reach organizational goals and objectives. Close control of work operations can help to lead organizational activities in a set direction. Co-value should be built in order to create employee commitment with the organization. There should be an employee development and training programs in the needed skill (Sakulcharoenporn, S., 2010) An organization should set vision and strategy, planning and action plan step by step in order to work for reaching organizational goals, and objectives. An analysis of strength, weakness, opportunity, and the threat is very important; it can help the organization to eliminate weakness, reduce the threat, increase opportunity and strength (Likitthammarot, P. 2013) Good organizations must operate in the ways that are responsive to the need of people. Service quality should meet with the demand of people. There should be a study on the need of service receivers and stakeholders by focusing on service receivers as the center. Moreover, the organization should pay attention to customer recommendations for more improvement (Thattamle, N., 2003) The Organizations must apply a new body of knowledge and technology in working operations in order to increase efficiency and effectiveness. Modern technologies can help employees to work with accuracy and expedition. They help to reduce mistakes in working, and incur good feedback and customer satisfaction (Srirattanabanlang, J., 2020) Human resources are very much important to the success of organizations. Human resources should be developed in terms of knowledge, competency, working skill, usage of modern technology, and morality and ethics (Sanyawiwat, S., 1996) The municipality should focus on human resource development and should encourage personnel to learn about innovation and technology, to be able to apply them to increase productivity, efficiency, and effectiveness. Therefore, there should be a training program for employees to find out his or her competency and talent in order to bring them to work for achieving organizational goals (Sakuljaroenporn, S. 2010) Employees who receive continuous development and training will find



their real competency and be able to work with their own performance and effort. Moreover, they will be happy and satisfied with their work and be able to work efficiently and make advancement in their job and position (Pol-anan, T., 2003) In the development of the municipality, there should be an identification of format, methods, and processes of working step by step systematically. There should be practical ways appropriate with different characteristics of geography and population. A good relationship should be built with people and outside agencies in order to create connection and collaboration to work with effectiveness (Mangkornkaewwikul, S. and Siriwatthanakul, S., 2020; Jiamsripong, W., 1999) The results of assessment and evaluation should be used to improve the work performance of employees in the organization. It can be used to reduce weakness and increase strength as we seeking for opportunities and reducing threats. Work quality should be improved continuously because situations are changing all the time. Organizations that cannot adjust themselves to the changing environments will be obsolete and fallen behind. Therefore, organizations should assess and evaluate their working techniques and performance and adjust them to be appropriate with the current situations of the world (Thattamle, N., 2003)

Research Methodology and Materials

This study focused on the ways for the development of the municipality to be excellent: A case study of Bansong sub-district municipality, Chachoengsao Province. This study applied a mixed research methodology in both quantitative and qualitative. In order to collect data, the researchers developed a research questionnaire, based on the literature survey. The research questionnaire consisted of six questions regarding participants' demographic profiles and 21 questions regarding the ways to develop the municipality to be excellent. The survey was anonymous, using the five-point Likert Scales. The population and samples used in this study consisted of 61 participants and five key informants who were administrators, employees and, people who receive services from Bansong sub- district municipality, Chachoengsao Province. The researchers applied a purposive sampling technique, and distributed 61 questionnaires to the targeted samples, and 61 were completed and returned to the researcher, yielding a 100% of the responsive rate. Data were collected during form July to September 2020. The variables used in this study consisted of independent variables which include gender, age, status, educational level, occupation, work experience, and monthly income; and dependent variables are the ways for the development of



municipality to be excellent which include organizational leading, strategic planning, giving importance to service receivers and stakeholders, an analysis and management of knowledge, human resource focusing, process management, and assessment of work operation. Statistics used in this study consisted of Frequency, Percentage, Mean and Standard deviation. Data derived from In-depth interviews were written, using descriptive analysis.

Results Discussion and Recommendations

Results

Part 1 Demographic Profile of Respondents

Data from analysis of the demographic profile of respondents showed that a majority of respondents were female with 55.7% and male with 44.3%. As for ages, a major of respondents are aged between 26-35 years old at 45.9%, followed by ages between 36-45 years old at 31.1%, ages between 46-55 years old at 14.8%, ages more than 56 years old at 6.6%, and ages less than 25 years old at 1.6% respectively. As for the marital status of respondents, a majority of respondents are married which can be calculated as 57.4%, followed by a single at 39.3%, widow at 1.6%, and divorced at 1.6%. As for educational level, a majority of respondents graduated Bachelor's degree at 50.8%, followed by degree lower than Bachelor's degree at 26.2%, and Master's degree at 23.0%. As for occupation, a majority of respondents worked in government or enterprise agency at 49.2%, followed by business owners at 19.7%, other occupations at 16.4%, and private company workers at 14.8% respectively. As for work experience, a majority of respondents had work experience between 5-15 years at 42.6 %, followed by work experience less than 5 years at 34.4%, work experience between 16-25 years at 16.4%, and work experience between 26-35 years at 6.6%. As for monthly income, a majority of respondents had monthly income between 5,000-15,000 Baht at 31.1%, followed by monthly income between 25,001-35,000 Baht at 29.5%, monthly income between 15,001-25,000 Baht at 26.2%, monthly income between 35,001-45,000 Baht at 11.5%, and monthly income more than 45,000 Baht at 1.6% respectively.

Part 2 Results of Analysis on Guidelines for Excellence of municipality development

The levels of guidelines for the excellence of municipality development, in total, were at the highest level with a mean value of 4.31 and a standard deviation of 0.71. In particular, giving importance to service receivers and stakeholders had the highest mean value of 4.43 and standard



deviation of 0.83, followed by assessment of work operation with a mean value of 4.35 and standard deviation of 0.81, organizational leading with a mean value of 4.31, and standard deviation of 0.71, an analysis and knowledge management with a mean value of 4.29 and standard deviation of 0.83, process management with a mean value of 4.26 and standard deviation of 0.81, strategic planning with a mean value of 4.18 and standard deviation of 0.84, and human resource focusing with a mean value of 4.18 and standard deviation of 0.82 respectively (See Table 1).

Table 1 Mean and Standard Deviation of Guidelines for Excellence of Municipality Development

Items	\bar{X}	S.D.	Translation	Ranking
1. Organizational leading	4.31	0.71	Highest	3
2. Strategic planning	4.18	0.84	High	6
3. Giving importance to service receivers and stakeholders	4.43	0.83	Highest	1
4. An analysis and knowledge management	4.29	0.83	Highest	4
	4.18	0.82	High	6
5. Human resource focusing	4.26	0.81	Highest	5
6. Process management	4.35	0.81	Highest	2
7. Assessment of work operation				
Total	4.31	0.71	Highest	

The levels of guidelines for the excellence of municipality development in organizational leading, in total, were at the highest level with a mean value of 4.31 and standard deviation of 0.71. In particular, the processes of work control in order to reach the set objectives had the highest value of 4.33 and a standard deviation of 0.81, followed by setting directions and guidelines for the excellence of municipality development with a mean value of 4.32 and standard deviation of 0.79, and setting organizational vision, strategy and value for excellence with a mean value of 4.28 and standard deviation of 0.73 respectively.



The levels of guidelines for the excellence of municipality development in strategic planning, in total, were at a high level with a mean value of 4.18 and a standard deviation of 0.84. In particular, setting strategic planning, action plan and working processes for the excellence of municipality development had the highest a mean value of 4.30 and standard deviation of 0.86, followed by an analysis of strength, weakness, opportunity, and threat for setting strategic planning with a mean value of 4.17 and standard deviation of 0.97, and an analysis of internal and external factors for the sake of setting strategic planning for excellence with a mean value of 4.07 and standard deviation of 0.88.

The levels of guidelines for the excellence of municipality development in giving importance to service receivers and stakeholders, in total, were at the highest level with a mean value of 4.43 and a standard deviation of 0.83. In particular, a survey of service receiver satisfaction for more improvement had the highest mean value of 4.48 and standard deviation of 0.83, followed by giving importance to service and satisfaction of service receivers and stakeholders with a mean value of 4.41 and standard deviation of 0.90, and providing the excellent channels and rush servicing processes with a mean value of 4.39 and standard deviation of 0.90.

The levels of guideline for the excellence of municipality in analysis and knowledge management, in total, were at the highest level with a mean value of 4.29 and standard deviation of 0.83. In particular, applying modern knowledge for excellence of municipality development had the highest mean value of 4.30 and standard deviation of 0.92, followed by data analysis and indicator arrangement in developing municipality systematically with a mean value of 4.28 and standard deviation of 0.86, and assignment of experts in analysis and data arrangement with a mean value of 4.27 and standard deviation of 0.89.

The levels of guideline for the excellence of municipality in focusing on human resource management, in total, were at a high level with a mean value of 4.18 and standard deviation of 0.82. In particular, the processes of recruiting expert and excellent personnel in working had the highest mean value of 4.27 and standard deviation of 0.86, followed by the processes of training and improving knowledge and skill of personnel for excellence in working with a mean value of 4.18 and standard deviation of 0.85, and creating morale and spirit of personnel in working with a mean value of 4.12 and standard deviation of 0.97.



The levels of guideline for the excellence of municipality in process management, in total, were at the highest level with a mean value of 4.26 and standard deviation of 0.81. In particular, setting clear working methods according to the set plans for excellence municipality development had the highest a mean value of 4.30 and standard deviation of 0.86, followed by systematic formats and processes of development for excellence with mean value of 4.27 and standard deviation of 0.77, and processes of building network and relationship with outside agencies with a mean value of 4.23 and standard deviation of 0.92.

The levels of guideline for the excellence of municipality in the assessment of work operation, in total, were at the highest level with a mean value of 4.35 and standard deviation of 0.81. In particular, taking the results of the assessment of work operation for improvement of the municipality to be excellent had the highest mean value of 4.40 and standard deviation of 0.96, followed by identification of municipality development indicators for excellence with a mean value of 4.33 and standard deviation of 0.83, and revision and improvement of indicators to be appropriate and update with a mean value of 4.32 and standard deviation of 0.87.

Part 3 the Results of Interview on the Guidelines for Excellence of Municipality Development

The results from interviewing key informants showed that the ways to develop a municipality to be excellent must start with setting goal and objective of work operation with priority on providing a better service to the people, setting organizational strategy based on an analysis of strength, weakness, opportunity, and threat, and applying modern knowledge and technology in servicing people. The municipality should pay attention to internal human resource development by sending personnel to train about technical skills, human relation skills, problem-solving skills, and analytical and planning skills. The excellent organization should set vision, strategy, and value, and set directions of operation to be in accordance with under the goals of the organization. There should be working control to reach the set objectives. In strategic planning, there should be an analysis of internal and external factors in order to improve organizational capability and cope with unexpected vents. Clear work processes and guidelines should be identified inactive plan. Staff and employees should be encouraged to pay attention to customer satisfaction or to work with the “people-centered method”, which places priority on people and



work with expedition without delay. There should be speedy and excellent service channels. Moreover, there should be a listening to the opinions of other people for more improvement.

In the analysis and knowledge management, key informants suggested that there should be a systematic storage of information, setting development indicators for excellence, using outsource organization to train personnel to have the knowledge, skill, and expertise in data and analysis and management, and assignment of expert people to work in the department. In terms of human resource development, there should be a creation of morale and spirit of personnel, and recruitment and selection of specialized people. Administrators should be just and impartial and maintain good morality and ethics. They should build a good relationship and connection with outside organizations in order to create cooperation and collaboration in some activities.

Discussion

The results from the study showed that the levels of guidelines for the excellence of municipality development were at the highest level. In particular, giving importance to service receivers and stakeholders had the highest mean value, followed by an assessment of work performance, organizational leading, an analysis and knowledge management, process management, strategic planning, and human resource focusing in terms of human development in all aspects such as life quality, economy, society, and distribution of income and service. The results of this study are also relevant to the study of Channuwong, S. & Montrikul Na Ayudhaya, B. (2017) which found that in order to develop a municipality to be excellent, administrators must place priority on service quality to people and stakeholders. Organizations must have a good management system and manage organizations with good governances. The good governance principle which can be applied in the organization consists of 1. Rule of law, having fair and just rules and regulations accepted by each party. 2. Virtue, applying ethics and merit to lead the organization. 3. Transparency, prioritizing transparency, and being able to be checked and investigated. 4. Participation, providing opportunities for people to participate in setting plans and activities of the organization. 5. Responsibility, working with concern about well-being, well-fare, and benefits of people. 6. Effectiveness and efficiency, working to reach the goals and objectives of the organization with priority on using resources efficiently.



The levels of guidelines for the excellence of municipality development in organizational leading, in total, were at the highest level. In particular, the processes of work control in order to reach the set objectives had the highest mean value, followed by setting directions and guidelines for excellence of municipality development, and setting organizational vision, strategy, and value for excellence. The results of this study are relevant to the study of Sakulcharoenporn, S. (2010) which found that organization leading is the very much important to reach organizational goals and objectives. Close control of work operations can help to lead organizational activities to follow the set direction. Co-value should be built in order to create employee commitment with the organization. There should be an employee development and training program in the needed skill.

The levels of guidelines for the excellence of municipality development in strategic planning, in total, were at a high level. In particular, setting strategic planning, action plan and working processes for the excellence of municipality development had the highest mean value, followed by an analysis of strength, weakness, opportunity, and threat for setting strategic planning, and an analysis of internal and external factors for the sake of setting strategic planning for excellence. The results of this study are relevant to the study of Likitthammarot, P. (2013) which found that organization should set vision and strategy, planning and action plan step by step in order to work for reaching organizational goals and objectives. An analysis of strength, weakness, opportunity, and threat is very important; it can help organization to eliminate weakness, reduce the threat, and increase opportunity and strength.

The levels of guidelines for the excellence of municipality development in giving importance to service receivers and stakeholders, in total, were at the highest level. In particular, a survey of service receivers' satisfaction for more improvement had the highest mean value, followed by giving importance to service and satisfaction of service receivers and stakeholders, and providing excellent channels and rush servicing processes respectively. The results of this study are relevant to the findings of Thattamle, N. (2003) and Channuwong, S. (2018) which found that good organizations must operate in the ways that are responsive to the need of people. Service quality should meet with the demand of people. There should be a study on the need of service receivers and stakeholders focusing on service receivers as the center. Moreover, the organization should pay attention to customer recommendations for more improvement.



The levels of guideline for the excellence of municipality in analysis and knowledge management, in total, were at the highest level. In particular, applying modern knowledge for the excellence of municipality development had the highest mean value, followed by data analysis and indicator arrangement in developing municipality systematically, and assignment of experts in analysis and data arrangement. The results of this study are relevant to the study of Srirattanabanlang, J. (2020) which found that organizations must apply a new body of knowledge and technology in working operations in order to increase efficiency and effectiveness. Modern technologies can help employees to work with accuracy and expedition. They help to reduce mistakes in working, and incur good feedback and customer satisfaction.

The levels of guideline for the excellence of municipality in focusing on human resource management, in total, were at a high level. In particular, the processes of recruiting expert and excellent personnel in working, had the highest mean value, followed by the processes of training themselves to the changing environments will be obsolete and fallen behind. Therefore, organizations should assess and and improving knowledge and skill of personnel for excellence in working, and creating morale and spirit of personnel in working. The results of the study are relevant to the study of Sanyawiwat, S. (1996) which found that human resources are very much important to the success of organizations. Human resources should be developed in terms of knowledge, competency, working skill, usage of modern technology, and morality and ethics. These are also relevant to the study of Sakuljaroenporn, S. (2010) which found the format of modern human resource development is to encourage personnel to learn about innovation and technology, to be able to apply them to increase productivity, efficiency, and effectiveness. Therefore, there should be a training program for employees to find out his or her competency and talent in order to bring them to work for achieving organizational goals.

The levels of guideline for the excellence of municipality in process management, in total, were at the highest level. In particular, setting clear working methods according to the set plans for the excellence of municipality development had the highest mean value, followed by systematic formats and processes of development for excellence, and processes of building networks and relationships with outside agencies. The results of this study are relevant to the study of Mangkornkaewwikul, S. and Siriwatthanakul, S. (2020) and Jiamsripong, W. (1999) which found that in the development of the municipality, there should be an identification of format, methods,



and processes of working step by step systematically. There should be practical ways appropriate with different characteristics of geography and population. A good relationship should be built with people and outside agencies in order to create collaboration to work with effectiveness.

The levels of guideline for the excellence of municipality in the assessment of work operation, in total, were at the highest level. In particular, taking into account the results of the assessment of work operation for improvement of the municipality to be excellent had the highest mean value, followed by identification of municipality development indicators for excellence, and revision and improvement of indicators to be appropriate and update. The results of this study are relevant to the study of Thattamle, N. (2003) which found that the results of assessment and evaluation should be used to improve the work performance of employees in the organization. Work quality should be improved continuously because situations are changing all the time. Organizations that cannot adjust evaluate their working techniques and performance and adjust themselves to be appropriate with the current situations of the world.

Recommendations

Recommendations from this Research

1. There should be an increase of the samples in the distribution of research questionnaires and interviews in order to learn more about the opinions of participants regarding problems and obstacles and guidelines for the excellence of municipality development.
2. Bansong subdistrict municipality, Chachoengsao Province should have a controlling and evaluation system of work performance and provide feedback to employees for more improvement.
3. Bansong subdistrict municipality, Chachoengsao Province should buy modern materials and instruments sufficient for working.
4. Bansong subdistrict municipality, Chachoengsao Province should train personnel to have knowledge and skill about local organization administration and increase the number of employees sufficient for working.
5. Bansong subdistrict municipality, Chachoengsao Province should receive an allocation of budget sufficient for working and should receive a supporting budget from related government agencies.



Recommendations for Future Research

1. There should be a comparative study between the guidelines for the excellence of Bansong sub-district municipality and other local administrative organizations.
2. There should be a study of other factors affecting the development of municipality such as local environments, customs, and traditions, people participation, commonsense, and responsibility of working personnel.
3. There should be a study of Philosophy of Sufficiency Economy i.e. moderation, reasonableness, and immunity which can affect the development of the municipality.

New knowledge

Based on the results of analysis, questionnaires, and interviews, the researchers present a new knowledge for municipal development excellence, which consists of setting a vision, creating a continuous and sustainable municipal development strategy, and plan with a focus on recipients. Service by promoting cooperation among all sectors, both at the local level, provincial level, promoting the application of new technologies for speedy and efficient operations. Build networks and unmatched knowledge. Develop human resources to have the knowledge and the ability to perform tasks to their full potential both have a public mind with transparency, morality, and ethics according to the principles of good governance (see Figure 1).



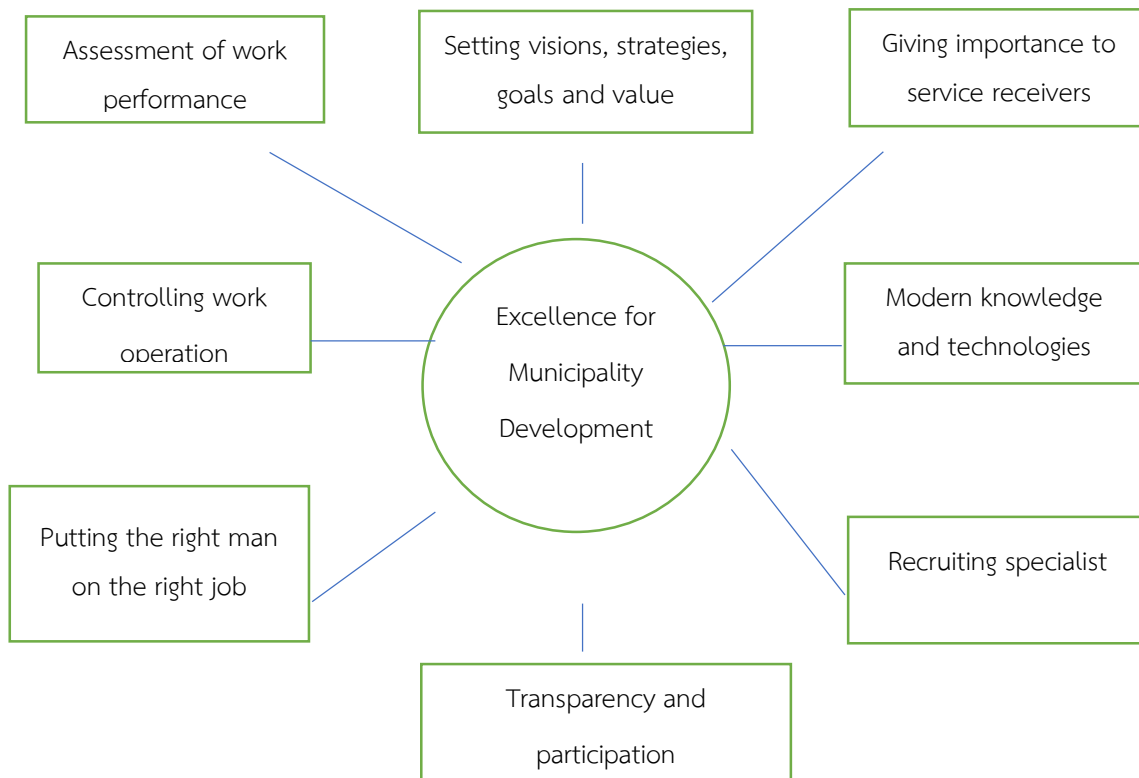


Figure 1: New Knowledge Derived from the Research

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