



## The Competency of Thai Officials

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### Abstract

The objectives of the research were: 1) to examine the competency of Thai officials and 2) to compare about the competency of Thai officials. Two approaches to collecting relevant data were studied. The first approach encompassed documentary research. The second approach required field research in the course of which the key informants were in-depth interviewed and observed. The finding indicated that the effectiveness of public employees was essentially dependent upon, a few key factors. These factors relate to certain behaviors and skills practiced by governmental workers. The success of these factors, while not scientifically based, was grounded in personal experience and observations. Those people who work in government and exhibit these behaviors and skills appear to do better at their jobs than those who did not, In other words, public employees who behave and apply work skills in a specific manner, achieve their work objectives with greater regularity and competency, namely, “success”. There were ten key factors to being highly effective in public work. There were listening, thinking, learning, preparing, practicing, writing, checking, being civil, being honest, and being responsible.

**Keywords:** competency, Thai officials

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## Introduction

The history of the government of Thailand and the competency of Thai official was characterized by absolute monarchical regimes. In the Sukhothi period, King Ramkamhaeng ruled with justice and sympathy. He governed the people as members of his family. He was so kind to the people. The most important thing was that his government combined both politics and religion to provide honesty and justice for all. Thai people paid him great respect and called him “The Father King”: Paw-Kun.

It should be noted that during the reign of King Ramkamhaeng of Sukhothai the country was peaceful. The people were happy and this was the reason why Ramkamhaeng’s rule was a paternal government.

There was a great change of government system because of the predominant influence of Hinduism and the Khmer which had already spread over the Ayudhaya Kingdom. The King became supreme, absolute and divine. Some of the King’s names and the ways the people addressed them will help clarify the Kings’ absolute and divinity such as “ Lord of

Land” (Pra-jow-paen-din). “The Great King of the Three World” (Pra-boromtrai-lohk-nahd).

The political system of the Ayudhaya was Autocratic Government. The King of Thailand at the time became an autocrat because of the Cambodian of Khmer influences. With the pattern of autocratic government, the King became supreme, absolute and divine. Either paternal or autocratic government had greatly affected the social values of the Thai people for long. This is the very important impact on the Thai local self-government at present. The social values of the Thai people under the absolute and divinity of the kings kept people respectful to superiority or elders. Most of the initiatives had to come from above. All of these behaviors would have been the obstacle of the role of the people in the political participation both at the national and local levels.

From Ayudhaya to Ratanakosin the form of government was more or less still the same until a great change took place by the Revolution or the Coup d’état in 1932. This revolution turned the absolute

monarchy into the limited monarchy under the democratic regime.

In general, the democratic regime would be useful to the system of local self government and the way of the political participation, but looking at Thai society and social values inherited by the traditional government it is said that the social values must be slowly changed to fit the system of democracy.

The Thai state was divided into five levels, the center (suan klang), the provinces (changwat), the districts (amphoe), the subdistricts (tambori), and the villages (muban) Just as a village is made up of a group (mu) of houses (ban), each higher level comprises a number of lower-level entities (except for suan klang which comprises of ministries etc.) This area-related division had, of course, to follow in establishing administrative mechanisms. As has been mentioned already, the central-level (ministerial) administration (kanborihan ratchakan suan klang) was deconcentrated (kanbaengamnat) through regional administration (kanborihan ratchakan suanohumiphak). This branch, however, only reaches down to the district level,

and it is legally covered, together with the central administration, in the Act on the rules of state administration 1991 (Phraratchabanyat rabiap borihanratchakan pkaen din, Pho. So. ,2534).

Both the provincial and the district administrations are local state governments because they are hierarchical units administered and staffed by central government with the budget provided by the national or central government. This description is correct, but one has to keep in mind that, actually, there is nothing like a 'provincial administration' or a 'district administration'; there also are no 'units'. The Thai administration is highly fragmented, i. e. the provincial administration consists of officials separately delegated to work at this level by their respective ministry or department. Therefore, the real organizational units are these ministries or departments. Consequently, the relations between these ministries or departments. When the regional administration was introduced in 1898, the subdistrict and village levels were left (if for no other reason than the lack of personnel and budget, e. g. Chamman 1988: 9) to administrators,

elected by the people to hold office until they reached the retirement age of civil servants (60), i.e. the subdistrict headman (kamnan) and the village headman (phuyai ban). They had to work closely with and were to be controlled and guided by the district officer or his deputy. This administrative form is called kanpokkhong thongthi (approximately the administration of localities), and it finds its legal foundation in the Phraratchabanyat laksana pokkhong thongthi (Local Administration Act) of 1914. Basically, the

central state administration turned to volunteers to carry out state 'duties' on behalf of and under strict supervision by state officials. This means of compensating for the lack of personnel and budget is also used by other ministries or with respect to other subjects.

In short; as these and other examples illustrate, there remains a great distance between bureaucrats and people outside the officials' realm.

**Table 1** The history of the government of Thailand and the competency of Thai official

The period	The Sukhothi period	The Ayudhaya period	The Ratanakosin period
The government of Thailand	A paternal government.	Autocratic government	Democratic government
The competency Of Thai official	-combined both politics and religion -honesty and justice	- absolute and divine  -less participation	-The system of democracy -more participation

### Literature Review

#### Research Objectives

- 1) To examine the competency of Thai officials
- 2) To compare the competency of Thai officials

"The officials" consciousness is that they are above the citizen. According to the dictionary of Royal Institute the definition is "taking care of, governance, and keeping up the rules assigned."

"The administration" means the implementation process to achieve the

target established, at least the process is consist of the project, the project evaluation, and labour and its control of the following factors; men, money, material, from which they are real instruments for operation.

The definition of Carter V. Good is “Technical knowledge and approach used for implementation leading to the success of the organization in line with the policy set up”

The saying of Herbert A. Simon is “The administration is a group activity of those who are cooperated for operation for achievement in the objective aimed at together”

Luther Gulick says “How to implement the activity to be successful in accordance with the objective targeted”

The opinion of Leonard D. White is “The administration is the working process of those who work in the group whether they are governmental agencies or private agencies, civil service or military service, big agencies or small ones.

The modern administrators need security and progress of business implementation in the future should take advantage of strategic business

implementation. The business organization in the future must be continued implementation and ready for the coming changing. Therefore, the formulation of strategy is the main duty of the administrators. Because it is the accurate and complicated work involving with the implementation and survival of the organization. In addition, it must be formulated through experience and knowledge, understanding about the existing of factors and environment of economics. The most important thing is that the administrators must understand how to overcome all competitors to carry their jobs for the target achievement.

### Research Methodology

Two approaches to collecting relevant data were studied. The first approach encompassed documentary research. The second approach required field research in the course of which the key informants were in-depth interviewed and observed. Data for the study was gathered from multiple sources, such as documents , Archives ,Government Act, Performance Report ,handbook ,text and Web site .

## Results and Discussion

The results of the study of the competency of Thai officials

There were ten key factors to being highly effective in public work :

### 1. listening

It was discovered that one of the most important factors to being effective in public work was being a good listener. If a colleague is speaking, for example, it is of immense benefit to you to give complete attention to what he or she is saying. By paying strict attention to what is being said, you generally get a clearer understanding of the message that is intended and that is actually being relayed to you. If you are distracted, you miss the message. The result of the missed message is ineffectual work.

We have observed that the public employee deals directly with the public, it is especially vital to listen well. The public generally deals infrequently with government workers, and as public servants, it is imperative to give the public the best service possible during these infrequent encounters. By being attentive and listening carefully to the public, we

serve them better by meeting their needs efficiently and effectively. The public appreciates this attentiveness, and they feel that their government is working diligently on their behalf when listen and act appropriately.

### 2. Thinking

It was discovered that thinking rationally in public service usually follows a simple model or approach. First, one must identify the issue, situation, task or problem at hand. A good grasp of the problem that needs to be solved is the right footing for embarking on the right road to an appropriate solution. For instance, if you are an employment counselor at the local job service, and you have a client who is having a difficult time finding work, then it would be helpful to know exactly the reasons this client cannot find work. With thorough analysis of the problem, the employment counselor then enabled to examine possible solutions that have a reasonable chance of success.

Sirin Laddaklom Booncherdchoo and Napadech Booncherdchoo (2017) suggest the three of five elements as 1) establishing modern and creative vision and direction in early childhood education, 2) formulating possibility and

successful vision, and 3) creating flexible and adaptive vision and direction in early childhood management related to world context changing.

### **3. Learning**

It was discovered that there are public employees that they do not have passion, or perhaps a disposition, for acquiring new and better knowledge. To the contrary, they are content, it appears with the status quo. These public employees have retired their minds and their passion for learning from new challenges; they are ineffectual.

Learning comes to us in many ways, some are formal, but most are informal. We learn by attending school where we learn and study those things which are primary and meet modern educational standards, reading, writing, math and so forth. We additionally learn informally even from experience.

### **4. Being prepared**

It was discovered that being prepared is critical to being effective. To engage your fellow public employees in conversation or work activities to make things happen with ease and success, good preparation is needed. Preparation is

in this regard the essence of planning establishing objectives and developing methods or ways of accomplishing them.

We have observed that the first thing a public employee must do before embarking on a project is to conceptualize the project and map out its destination, route speed and other contingencies. Hence, it is the priority of planning.

Chaiyos Paiwithayasiritham and Yuwaree Polpanthin (2016) suggest that the ways to develop the basic education teachers' competencies on learning management to prepare for ASEAN Community include preparation, resource allocation, motivation and empowerment, training and development, ongoing development, and knowledge sharing.

### **5. Practice**

It was discovered that the forming of work habits, the repetition of tasks and actions, and the consequential improvements that cumulate from these efforts. Public employees who discipline themselves to regular practice and reinforcement of work duties or "chores," get better at what they do.

### **6. Writing**

It was discovered that proficiency is not required in every public sector job,

those that write reasonably well most frequently communicate best. In this sense, they are more effective in whatever work they may do. Writing, after all, is the articulation of ideas and information. The clearer one is, for instance, in writing instructions, the more certain one is that those instructions will be executed as instructed.

### **7. Checking**

It was discovered that it might seem a different and curious behavior or skill to mention as important to the success of the public employee. By checking we mean the reexamination of one's work activities or products to correct or revise for the purpose of making improvements. Reviewing one's work allows one to reevaluate the effectiveness of one's labors. It provides for critique and verification.

### **8. Being Civility**

It was discovered that the moral dimension of work behavior is important and effective. Civility is indispensable to being effective.

Civility is not merely politeness or good manners. It is something much more. It is the recognition that our fellow man is a being, an existence, and a reality – like

our self – of the highest living order. It is further the awareness and discernment that as “human beings,” we process the greatest value and moral worth regardless of economic status, race, gender, education, intellect, or other circumstances peculiar to our stations in life. Hence, civility is an acute consciousness that we hold and treat our fellow man with dignity and respect he or she deserves. This entails the moral obligation to be civil to friend and foe alike.

### **9. Being honest**

It was discovered that most of the time it is about being truthful about one's ordinary actions. Because our own actions are generally of acceptable performance and right; honesty is seldom an issue. We just tell it like it is. However, when with some actions of our own, we fell below standards or contrary to what is expected of us, or may seem somehow unacceptable, the act being honest can be more difficult, particularly, if there are consequences that are unfavorable to us.

### **10. Being responsible**

It was discovered that one's work, is paramount. This is especially true in public service where one is ultimately



accountable to the citizenry or the public at-large.

### Conclusion

1. There are ten key factors to being highly effective in public work. These are listening, thinking, learning,

preparing, practicing, writing, checking, being civil, being honest, and being responsible.

2. To compare about the competency of Thai officials.

figure 1 A summary of research

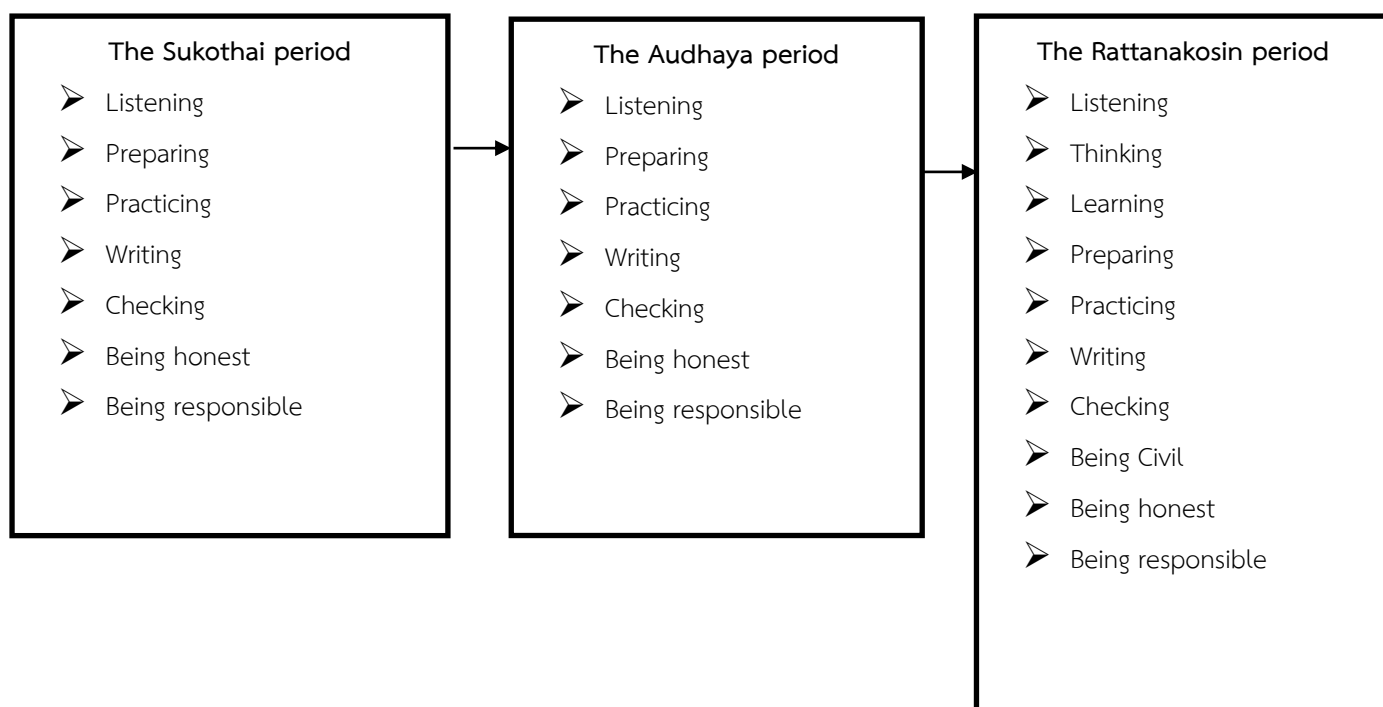


Figure 2 A summary of research.



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