

QUALITY DEVELOPMENT ON PUBLIC ADMINISTRATION IN THAILAND.

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ABSTRACT

The qualitative research approached by in-depth interviewing and group discussion with organizational leaders, head of government agencies from all departments and analyzed the data from the internal documents of the departments that won the superior level of departmental evaluation of the serviced departments such as Department of Community Development, Department of Cooperative Promotion, Department of Cooperative Auditing and the policies making departments represented the Office of the Permanent Secretary, the Department of Trade Negotiations and provincial agencies. The finding found that the serviced departments prioritized the quality of public administration to promote of effective and efficiency, most of the activities focused on the client's satisfaction or public hearing from stakeholders. The serviced departments offered the experience in body of knowledge exchanging in innovation servicing with outsiders. The policies making departments prioritized the work systems standard and focused on policies making, ministerial plans with other agencies to implement but not to be full servicing. The provincial agencies were certified the good service level who maintained the local involvement by the on-site meeting, activities and public hearing, but the provincial weakness represented the competencies enhancement according to the environments of economic and social because of staff rotation in the areas.

INTRODUCTION

The government formulated policies that focused on bureaucratic development to improve performance and enhance the effectiveness of administration. The performance evaluation that complied with the good governance, was applied to the contemporary administration concepts and tools in government sector. Applying the public administration such as policies administration, work system reduction, satisfaction evaluation, change proposal, risk management, information technology that enhanced the public competencies.

To ensure sustainable bureaucratic development with the standards of work, support the development of bureaucratic systems and governmental monitor. The cabinet agreed to obtain the criteria of quality in public administration as quality tools for four bureaucratic systems and started implementing the certification system for civil service since 2006 by applying quality systems from public and private administration of foreign countries to improve and develop the organization to increase the country's competitiveness through the evaluation system and the award that promote quality to current government agencies as well.

PMQA was an acronym for Public Sector Management Quality Award, which indicated the quality in public management. The United States had initiated the development of standards and quality of management as an important national agenda continuously since the reform of the bureaucratic system and increased the national competitiveness which comprised of four components as following; economic performance, government efficiency, private business efficiency and infrastructures. Thailand won the best ranking was economic

conditions which was ranked 13th from 61 countries with the reason of the better competition from the previous year and one factor represented the result of criteria based on the government efficiency and government effectiveness dimensions. Especially public services aspect represented the independent from political interference and bureaucratic aspect that bureaucracy system did not hinder business activities, which covered the quality of government officers. The level of freedom from political pressure including the quality of policy making and implementing policies as well as the credibility of the governmental organizations complied with the policies in accordance with the plan and policy plan for the development of the Thai bureaucracy. The new governmental performance evaluation system focused on integrated results on the effectiveness dimension or GES (Government Evaluating System) together. Therefore, the concept of the quality development of public administration covered the organization in term of quality, efficiency and effectiveness that contributed the strength of national competitiveness.

The personal capacity enhancement and the efficiency of public administration were performed with the same quality as international standards in order to strengthen personnel in the governmental sector and aim to be a high-performance organization. The quality improvement on administration contributed the personal to be ready and able to learn initiating change and adaptation appropriately to various situations which received many challenges. Due to the introduction of the quality administration system of the public sector on the fundamental level was implemented by departments and influenced on the operation and national competitive advantage over ten years. The studying of department performance found that having a good level of quality performance in administration of five entities, which had been continuously implemented in the development of government quality by studying the outstanding issues and areas that needed to be developed as well as problems and obstacles in implementing the development plan to achieve excellence and accordance with the quality criteria for progressive public administration.

Research objectives

1. To study the processes and tools that used to improve the quality of public administration in Thailand.
2. To study guidelines for increasing efficiency and effectiveness in the quality development of public administration as a whole.

LITERATURE REVIEW

The applying on the concept of Total Quality (TQM) for success in the organization might announce a quality policy and establish an organization's system for activities that focus on quality to specify quality products and focus on continuous improvement. The implementing steps of TQM represented as follow: First step, selection and assignment of the responsible person for the organization's quality development by senior executives who were accepted in the organization and qualified person might be able to work full time, monitor, evaluate and solve problems. The second step; formulating plans by the executives and the team work set the vision, policies, and quality policies to use as a framework for formulating short-term, medium and long term plans by scheduling and communicating with understanding throughout the organization about TQM. To develop leaders and teams with training, knowledge and skills in quality management, TQM culture cultivation, restructure and work system as well as changing the evaluation and reward system on the team work. The third step; to implement the plan with systematic including opportunity to all participants. The fourth step represented the following up, assessment, evaluation and solving with the commitment to obtain ways to achieve the most outstanding quality, did not stop

being satisfied with initial success but might strive to improve all the time, And the ultimate step represented the reinforcement to maintain TQM's philosophy and culture with apply TQM in practice as a policy that would increase the organizational in all aspects.

The emerging of the National Quality Award influenced the extension to the theoretical concepts of quality development of public administration. The Office of the Public Sector Development Commission initiated the national quality award to be distributed governmental system. And later the Public Sector Management Quality Award (PMQA) 2 has been invented and applied by determining the development of the quality of public administration as a tool. The organizational development in accordance with the primary policy enhanced the quality of the Thai bureaucratic system to have the potential and capability equivalent to the international level. In the first period (2008-2012), the objectives represented to require governmental agencies to have comprehensive and continuous self-improvement, extraordinary capacity with vision and corporate social responsibility and prioritize to people, service recipients and stakeholders. To improve work processes and efficient to deliver good services to people, promote government officials to self-develop, initiate and learn continuously, construct reasonable plans and make decisions based on information and work that focusing on the achievement of the development framework and the governmental service quality. The fiscal year 2010, the measure of the success of the implementation of basic quality management standards for the public sector enhanced the development and improving the quality of public administration by promoting and supporting governmental agencies with knowledge, understanding of development actions with the quality of public administration. There were 140 departments or equivalent agencies and 77 provincial agencies and 12 higher education institutions had successfully followed the principles of TQA by adhering to the seven key components, namely leadership, education and training, supportive structure, communication channels that was effective reward and recognition, performance measurement and teamwork.

METHODOLOGY

The qualitative research approached by in-depth interviewing and group discussion with organizational leaders, head of government agencies from all departments and analyzed the data from the internal documents of the departments that won the superior level of departmental evaluation of the serviced departments such as Department of Community Development, Department of Cooperative Promotion, Department of Cooperative Auditing and the policies making departments represented the Office of the Permanent Secretary, the Department of Trade Negotiations and provincial agencies. The data collection was performed through in-depth and group interviewing, analyzed of relevant documents after that, the data would be classified and synthesized to represent only the issues that were used to answer the research questions.

RESULTS

The finding represented as following;

The first one, to improve the quality of public administration with effectiveness that should be experts or mentors to coach the development of quality in the bureaucratic system and integrating quality system like the private sector that established quality control circle team to improve methods or processes for equality improvement. The government sector should implement Total Quality Management that focused on the highest customer perspective to better quality in services and continually improve the development of primary and secondary procedures of the organization, that contributed quality system being a part of

normal operations and create familiarity with the operators by beginning with the development of senior managers to have learning techniques and important appropriated tools for each personal role, encouraging incentives to improve the quality of management, evaluation principles and define them as competencies. For middle-level executives with qualifying a cognitive course and status as a developer "Quality team" that be able to create a working group with knowledge and understanding of the quality system to advance to higher positions. The government could indeed perform and benefit to service recipients and stakeholders for better public services.

The second, the process of quality in public administration on departmental and provincial entities was certified in the term of performance and used as the personal assessment in the Thai bureaucratic system as well that contributed the alertness and motivation to increase efficiency and effectiveness in improving the quality of public administration, good governance system would be improved in term of productivity awareness. Similar to the private sector, operations did not merely have to perform their duties but must create more value and respond to customer expectations, for example, collaborating to enhance the organization to be certified the ISO 9000 standard. In the future Thai governmental agencies were able to increase the dimensions of the quality development of public administration as a entity like five department level and five provincial level agencies according to the above study, or other government agencies could increase capacity in the development of the organization with four dimensions in results as following (1) leadership (2) the learning and meet the expectations of clients and change management (3) information system and knowledge management and (4) effectiveness good governance and continuous improvement. The governmental organizations approached the goal of the ultimate competency of the advancement of quality public administration criteria and could moreover be a role model for other government agencies, such as local government organizations, local organizations or special government service entities, which could benchmark as a model to perform well.

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