

**THE CONSTRUCTION AND DEVELOPMENT OF PUBLIC
ADMINISTRATION KNOWLEDGE: A STATE OF THE ART
REVIEW FROM THE THAI DOCTORAL DISSERTATIONS**



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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF DOCTOR OF PUBLIC ADMINISTRATION
(PUBLIC POLICY AND PUBLIC MANAGEMENT)
FACULTY OF GRADUATE STUDIES
MAHIDOL UNIVERSITY**

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Thesis
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was submitted to the Faculty of Graduate Studies, Mahidol University
for the degree of Doctor of Public Administration
(Public Policy and Public Management)

on
October 28, 2014



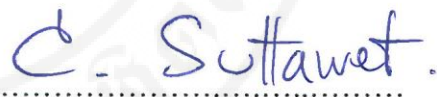
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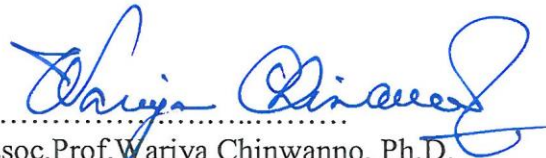
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ACKNOWLEDGEMENTS

The success of this thesis could not have been achieved without the attentive support of the following people and organizations.

First of all, Dr.Chokchai Suttawet (major advisor), and co-advisors; Assoc.Prof.Dr. Sirirat Choonhaklai, Asst.Prof.Dr. Gamolporn Sonsri, and Asst.Prof.Dr. Jitlada Amornwatana, gave me a worthwhile chance to learn and study both theoretically and practically through trial and error. I was free to enjoy designing and creating most aspects of my doctoral dissertation, particularly they usually gave me suggestions to make my dissertation progress until I arrived at the final destination.

Then, six PA. experts in each subfield; Assoc.Prof.Dr. Uthai Laohavichien, Assoc.Prof.Nonglak Wattanasingha, Prof.Dr.Boontan Dockthaisong, Prof.Dr.Tin Pratchayaphrut, Prof.Dr.Supachai Yavaprapas, and Assoc.Prof.Somyos Naveekarn, also gave me advanced information through in-depth interviewing. Especially, Prof.Dr.Supachai Yavaprapas who was an investigator throughout my doctoral dissertation.

Next, the Faculty of Social Sciences and Humanities, and Graduate Studies, Suratthani Rajabhat University, which has supported my scholarship for studying here. Furthermore, the Office of the Higher Education Commission (OHEC), the scholarship supporter for my research exchange between September-December 2013 at Universiti Sains Malaysia, especially Prof.Dr.Ahmad Atory Hussain, and Dr.Zaini Bin Abu Barkar who gave me advanced information through in-depth interviewing at that time. Furthermore, I would like to thanks Assoc. Prof. Dr. Somboon Sirisunhirun, and Asst. Prof. Dr. Nopraenue S. Dhirathiti, for their wonderful support and guidance my academic works.

Importantly, Ms. Kewalin Angkananon who is my best friend and grammar consultant, and my family and other friends, who also played a major part in my success. I would finally like to thank all the respondents who were involved in this study.

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KNOWLEDGE: A STATE OF THE ART REVIEW FROM THE THAI DOCTORAL
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ABSTRACT

This research aimed to study Thai doctoral dissertations in Public Administration between 2005 and 2012 using a state of the art holistic approach. The process follows the categorization of five Public Administration subfields, namely; Public Budgeting, Ethics, Human Resource Management, Policy Analysis, and Organizational Theory which include PA curriculums. The three major objectives of this research was; 1) to study the construction and development of Public Administration knowledge obtained from the Thai doctoral dissertations, 2) to study the paradigms, theories, methodologies, and innovations of PA's dissertation works, and 3) to analyze problems that appeared in doctoral dissertations. The research used a mixed methods of both quantitative research and qualitative research which include documentary research using ThaiLIS.

Through reviewing data on ThaiLIS, the study found 155 Thai PA doctoral dissertations, the earliest year of publication is 2005. Ramkhamhaeng University has the largest number of PA doctoral dissertations, followed by the National Institute of Development Administration (NIDA). Other Higher Education Institutions have just begun to establish and develop a PA program. Instructional and educational authorities have become popular careers (nearly 50 percent), which various career fields and majors have come to pay attention to and study in this field as a response to resolving the very complex problems surrounding the "Multifaceted Approach" used in PA.

Among the 6 major paradigms that were found, the New Public Management (NPM) paradigm was the most popular paradigm and was inserted into all PA subfields where different theories related to paradigms were found, especially classic theories, and contingency theories which were the most popular. The trend of using mixed methods is more popular than in the past. Regarding educational innovations, the study found several interesting issues including knowledge, process, and approach. Finally, the researcher supports a plan to apply the results of this study to assist in changing environments, connecting through globalization, collaborating academically within regions, increasing research and education development in institutions, in constructing and enhancing the Thai Public Administration knowledge levels.

KEY WORDS: CONSTRUCTION AND DEVELOPMENT/ PUBLIC ADMINISTRATION/ A
STATE OF THE ART REVIEW/ THAI DOCTORAL DISSERTATION

240 pages

การเสริมสร้างและพัฒนาองค์ความรู้ทางรัฐประศาสนศาสตร์: การสำรวจสถานภาพองค์ความรู้จากวิทยานิพนธ์ของสถาบันอุดมศึกษาไทย

THE CONSTRUCTION AND DEVELOPMENT OF PUBLIC ADMINISTRATION KNOWLEDGE: A STATE OF THE ART REVIEW FROM THE THAI DOCTORAL DISSERTATIONS

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บทคัดย่อ

การวิจัยนี้มุ่งศึกษาวิทยานิพนธ์สาขาวิชารัฐประศาสนศาสตร์ไทยลักษณะองค์รวม โดยศึกษาช่วงเวลา 30 ปี ระหว่าง ค.ศ. 2005 ถึง 2012 ตามการแบ่ง 5 สาขาย่อย ได้แก่ การคลังสาธารณะ จริยธรรมทางการบริหารภาครัฐ การจัดการทรัพยากรมนุษย์ การวิเคราะห์นโยบาย และ ทฤษฎีองค์การ รวมถึงหลักสูตร โดยมีวัตถุประสงค์หลัก 3 ข้อ คือ 1) ศึกษาการเสริมสร้างและพัฒนาองค์ความรู้ทางด้านรัฐประศาสนศาสตร์ 2) ศึกษากระบวนการทัศน์ ทฤษฎี ระเบียบวิธีวิจัย และนวัตกรรม 3) วิเคราะห์ปัญหาที่ปรากฏในวิทยานิพนธ์ ทั้งนี้การศึกษาดังกล่าวใช้ระเบียบวิธีวิจัยแบบผสมผสานทั้งเชิงคุณภาพและเชิงปริมาณ รวมถึงการวิจัยเอกสารจากฐานข้อมูล ThaiLIS

จากการสำรวจข้อมูลบนฐานข้อมูล ThaiLIS พบวิทยานิพนธ์สาขาวิชารัฐประศาสนศาสตร์ของไทย จำนวน 155 เรื่อง โดยปีแรกสุดที่ค้นพบว่ามีเอกสารเผยแพร่วิทยานิพนธ์สาขานี้ คือ 2005 ทั้งนี้ วิทยานิพนธ์ส่วนใหญ่มาจากมหาวิทยาลัยรามคำแหง รองลงมาคือ สถาบันบัณฑิตพัฒนบริหารศาสตร์ ขณะที่สถาบันอุดมศึกษาอื่นๆ เพิ่งเริ่มต้นที่จะเสริมสร้างและพัฒนาหลักสูตรดังกล่าว ที่สำคัญ อาจารย์และบุคลากรทางการศึกษา (ประมาณร้อยละ 50) นิยมเข้ามาศึกษาในหลักสูตรนี้ รวมถึงอาชีพอื่นๆ ก็ให้ความสนใจศึกษาสาขาวิชานี้เพื่อตอบสนองต่อการแก้ปัญหาที่มีความหลากหลายและซับซ้อนตามหลักการ “Multifaceted Approach” ที่นำมาใช้ในการศึกษา PA

นอกจากนี้ ภายใต้อายุ 6 กระบวนทัศน์ที่ปรากฏในผลการศึกษพบว่ากระบวนทัศน์การจัดการภาครัฐแนวใหม่เป็นที่นิยมนำมาใช้ในทุกสาขาย่อยของรัฐประศาสนศาสตร์ ซึ่งทฤษฎีต่างๆ ล้วนสัมพันธ์กับกระบวนทัศน์ โดยเฉพาะทฤษฎีดั้งเดิมและทฤษฎีตามสถานการณ์ซึ่งนิยมใช้ในทุกสาขาย่อย ขณะที่การวิจัยแบบผสมผสานมีแนวโน้มที่จะนิยมใช้มากกว่าในอดีต และยังปรากฏนวัตกรรมที่น่าสนใจหลายประเด็น ทั้งด้านความรู้ กระบวนการ และวิธีการ สุดท้าย ผู้วิจัยสนับสนุนการวางแผนที่จะประยุกต์ใช้ผลการศึกษานี้ให้สอดคล้องกับการเปลี่ยนแปลงของสิ่งแวดล้อมเชื่อมโยงกับโลกาภิวัตน์ ตลอดจนความร่วมมือทางวิชาการกับภูมิภาคต่างๆ รวมถึงการวิจัยที่เพิ่มขึ้นและการพัฒนาทางการศึกษาของสถาบันอุดมศึกษาต่างๆ ในการเสริมสร้างและยกระดับองค์ความรู้ของรัฐประศาสนศาสตร์ไทย

คำสำคัญ: การเสริมสร้างและพัฒนา / รัฐประศาสนศาสตร์ / การสำรวจสถานภาพองค์ความรู้ / วิทยานิพนธ์ของไทย

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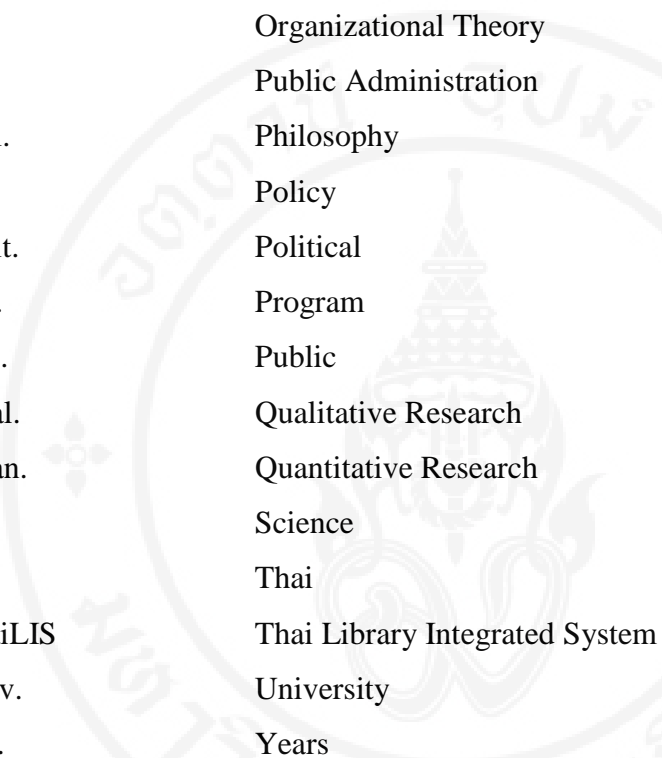
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LIST OF ABBREVIATIONS

A.D.	After death / Anno Domini (In the year of Lord)
Admin.	Administration
Adv.	Advisor
Chap.	Chapter
COLA.	College of Local Administration
Curri.	Curriculum
Depart.	Department
Dev.	Development
Dissert.	Dissertation
D.P.A	Doctor of Public Administration
Dissert.	Dissertation
Doc.	Doctoral
Fac.	Faculty
GD.	Graduates
Grad.	Graduate Studies
HRM.	Human Resource Management
Innov.	Innovation
Inter.	International
MA.	Master
Maj.	Major
Methodo.	Methodology
Mgmt.	Management
No.	Number
Non-exper. Re.	Non-experimental Research
Num.	Number
NIDA	National Institute of Development Administration
NPM.	New Public Management

LIST OF ABBREVIATIONS (cont.)

OT.	Organizational Theory
PA	Public Administration
Phil.	Philosophy
Po.	Policy
Polit.	Political
Pro.	Program
Pub.	Public
Qual.	Qualitative Research
Quan.	Quantitative Research
Sci.	Science
Th.	Thai
ThaiLIS	Thai Library Integrated System
Univ.	University
Yrs.	Years

CHAPTER I

INTRODUCTION

1.1 Background

To begin with, Public Administration has had a long evolution since trying to separate politics from administration during 1900-1926 in the first paradigm of Henry (1975). Woodrow Wilson was the first person who wrote a famous article about Public Administration “*The Study of Administration*” in 1887, and then in 1888, it was published in “Political Science Quarterly” (Ketsuwan, 2011, p.28). After that, Public Administration became well known and continues to contribute to scholarship.

In Thai, Laohavichien (1987) mentioned that Public Administration was used for the first time at Civil Service College of King Chulalongkorn since 1899, just over ten years after Public Administration began in America. Then, it was changed to Royal Pages School in 1902. After this, Royal Pages School was changed to Civil Service College of King Chulalongkorn eight years later.

After that, Chulalongkorn University was established in 1916 which consists of six faculties, one of the six faculties being The Faculty of Public Administration. Following this, in the era of The King Mongkut. The Faculty of Public Administration was included with the Law school of Ministry of Justice in 1933, and it changed name to be “The faculty of Law and Political Science” in the same year. Following that, it was transferred by Thai government into the University of Moral and Political Sciences, until in 1948 the faculty of Law and Political Science was returned to the faculty of Political Science at Chulalongkorn University. After that, there was established the faculty of Political Science at Thammasat University. In 1955, The United States supported Thammasat University to establish the faculty of Public Administration. Consequently, it was moved to National Institute of Development Administration (NIDA) in 1966. (Ketsuwan, 2011, pp.77-78). Particularly, Public Administration is a large scope or interdisciplinary as in Waldo’s perspective who suggested that Public Administration can be divided into three aspects;

1) the activity of public servants 2) the structure of executive government 3) the study of 1 and 2 (Greenwood & Wilson, 1989, p.1). Therefore, this study aligns with number 3 of Waldo's perspective that is concerned with academic, science and curriculum respectively. Moreover, there are scholars who mention about scope and rules for grouping matters of Public Administration in various perspectives such as Ketsuwan (2011, p.53) who concluded that it is concerned with paradigm, problems, perspectives, models, theories, subject matters, and approaches. For example, Richardson and Baldwin (1976, pp.9-28) have seven perspectives in Public Administration; 1) History 2) Law 3) Process of Management 4) Behavior 5) Politic 6) Comparative 7) Ecology.

However, in Waldo's perspective, though he divided it into seven perspectives like Richardson and Baldwin (1976) but into different categories; 1) Principles of Administration 2) Politics and Policy Making 3) Case Study 4) Human Relations, Psychology and Sociology 5) Organization Theory 6) Comparative of Public Administration 7) Technology and New Techniques (Richard, 1980, pp.10-14). Furthermore, some scholars study specific "problems" which Public Administration has confronted recently as Waldo suggested that it can be divided into five perspectives; 1) individual's problem 2) problem of politics and power 3) problems of constitution, law and philosophy of law 4) problems of public policy 5) problems of Politic Theory and Philosophy of Politics (Charlesworth, 1968, pp.1-26).

Shafritz and Hyde (2007), divided Public Administration for five subfields by "subject matters"; 1) Human resource management, 2) Organizational Theory in Public Administration 3) Ethics in public administration 4) Policy analysis 5) Public budgeting. Thai scholars, Laohavichien (1986, pp.1-55) divided Public Administration into three aspects; 1) Organization Theory 2) Management and Administrative Techniques 3) Public Policy. While, Chantason (2000, pp.7-89) divided subject matters of Public Administration into five aspects; 1) Management Science 2) Organizational Behavior 3) Comparative Public Administration and Development Administration 4) Public Policy Analysis 5) Public Choice. Hence, from all supplemental information as mentioned above, Dwight Waldo is a very important scholar who has influence towards perspective and scope in Public Administration.

For this reason, this study depends on the division of Shafritz and Hyde (2007) into five subfields; Public Budgeting, Ethics, Human Resource Management, Policy Analysis, and Organizational Theory, including “curriculum” perspective. Particularly, from reviewing literature which was mentioned in chapter II, the study found State of the Art techniques often used in research theses in different fields such as; psychology, economics, labor relations, communication, history, medicine, environmental management, science and technology, marketing, Chinese Literature, law, politics, anthropology, area/space, tourism, social, education, and culture. Particularly, the study strongly affirmed that no PA Thesis studied in a “Holistic” way and use this technique before. Hence, the study entitled *“The Construction and Development of Public Administration Knowledge: A State of the Art Review from the Thai Doctoral Dissertations”* is also the first time in Thai which is the major important problem statement of this study.

Finally, the purposes of the study was to survey 155 doctoral dissertations in five subfields and curriculum of Public Administration between 2005-2012 which use “State of the Art” techniques (Suttawet, 2009) to analyze three areas; 1) general of dissertations 2) paradigms, theories, methodologies, and innovations 3) problems of doctoral dissertations, in order to give some suggestions to construct and develop Public Administration knowledge in Higher Education Institutions in Thailand. Thus, the result of this will contribute a huge amount of “value” towards scholars, Thai higher education institutions, and governments towards the construction and development of Public Administration knowledge.

1.2 Purposes of the study

1.2.1 To study overview of Thai doctoral dissertations in Public Administration between 2005 and 2012.

1.2.2 To study paradigms, theories, methodologies, and innovations of Thai doctoral dissertations in Public Administration between 2005 and 2012.

1.2.3 To study problems of doctoral dissertations in Public Administration between 2005 and 2012.

1.3 Research Questions

1.3.1 How many doctoral dissertations in Public Administration exist (2005-2012)?

1.3.2 What is proportion of sub-fields in Public Administration (2005-2012)?

1.3.3 What are the different percentages of each field?

1.3.4 What paradigms, theories, methodologies, and innovations are used in doctoral dissertations?

1.3.5 What innovations were found in doctoral dissertations that could be recognized for the construction of Thai PA knowledge?

1.3.6 What are the problems researchers found from doctoral dissertations?

1.3.7 How are suggestions to solve problems as follow to objective III?

1.4 Scope of the study

1.4.1 Matters - This study is concerned with all PA subfields in Public Administration, consisting of overviewing doctoral dissertations, paradigms, theories, methodologies, innovations, problems, and possible ways for solving problems. However, the study is specific to “Thai curriculum” only, while PA International curriculums are studied at College of Local Administration (COLA), Khon Kaen University since 2010, but no one graduated in 2014, and at the National Institute of Development Administration (NIDA) since 1993, but 2005 is the first year of publishing in ThaiLIS. They are therefore outside the scope of the study. Most doctorate students who studied the International curriculums came from many countries, both Thai students and foreign students. Foreign students especially also studied about their countries, therefore International curriculums do not cover Thai PA contexts which are the aims of this study.¹

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¹ Prof.Dr.Boontan Dockthaisong also gave additional information that Mahachulalongkornrajavidyalaya University (MCU) is setting up DPA International curriculum.

1.4.2 **Places and Sources** - Doctoral dissertations which populate this study came from Thai Higher Education Institutions both public and private institutions. The researcher searched ThaiLIS (Thai Library Integrated System).

1.4.3 **Time** - This study is divided into 2 categories; 1) surveying Thai PA doctoral dissertations between 2005 and 2012 (searching and collecting data from ThaiLIS between March and May 2013), the earliest year of publication which appeared on ThaiLIS at that time was 2005, and 2) collecting data from national or international conferences of Public Administration in the 3 years between 2011 and 2014.

1.5 Definitions

1.5.1 **Construction** – The Oxford Dictionary (2014) defines construction as build or make something, typically a large structure. However, the researcher found this word used in “Constructing Social Theories” by Stinchcombe (1987), specific to the logic of theory construction, and used for social explanation among phenomenon. For this reason, the researcher then defined the meaning of “construction of knowledge” as building or making something which has a large structure, and has not appeared anywhere before. This is related to describing and explaining the “epistemology” of Metaphysics, in which construction is similarly the formation and formulation in the first step of policy processes, and associated with the definition by Stoll et al. (2003, pp.24–25) that “the construction of knowledge is a dynamic, active process in which learners constantly strive to make sense of new information”.

1.5.2 **Development** – The Oxford Dictionary (2014) defines development as 1) a specified state of growth or advancement, 2) a new and advanced product or idea, 3) an event constituting a new stage in a changing situation, 4) the process of starting to be affected by an ailment or feeling, 5) the process of treating photographic film with chemicals to make a visible image, 6) in chess the process of bringing one’s pieces into play in the opening phase of a game. Hence, the researcher concluded that development is the advancement of something, very closely related to creativity and innovation, which continues from the construction of knowledge as mentioned above.

1.5.3 State of the Art is a special technique used for this study. Suttawet (2009) referred in his research that since 1998 that scope of State of that Art is larger than general literatures reviewing because it covers surveying, investigation, description, explanation, prediction, and evaluation. Particularly, evaluation which is the highest level of studying by using State of the Art techniques which most scholars find difficult at this level. Therefore, general academic tasks were used for the lower level than evaluation such as “surveying” which was used in this study. Moreover, important principles of “State of the Art”, Suttawet points out that there are some major components; general contexts, paradigms, theories, methodologies, innovations, problems, discussions and suggestions.

1.5.4 Paradigm – The study was based on definitions by Thomas S.Kuhn, and six PA paradigms by Henry (2006), including six Thai PA paradigms by Yavaprapas and Whangmahaporn (2012) as referred to in the next chapter. Namely, Kuhn (1962) gave paradigm’s definition that “paradigm relates closely to normal science (p.10), as the constellation of group commitments (p.181), as shared examples (p.187); law, theory, application, instrumentation, models which coherent traditions of scientific research (p.10)”.

1.5.5 Theory – Parsons (1995, p.69) argued that all theories are “paradigms” and which theories were accepted were because of the power of the paradigm and the scientific consensus. Particularly, “Theories are nets: only he who casts will catch”, was stated by Novalis (Popper, 1959, p.11), and any theory depends on its capacity to describe, to explain, and to predict (Frederickson & Smith, 2003, p.5), and is concerned with history, events, cases, stories, measures of opinion, observation so as to present evidence through definitions, concepts, and metaphors that promote understanding. Therefore, theories usually are investigated and tested by scholars and researchers. Moreover, theory forms bridges between public administration, political science, and philosophy (Frederickson & Smith, 2003, p.7).

1.5.6 Methodology– Perry and Kraemer (1986) claimed that methodology and research are closely linked. Namely, methodology exists to guide the conduct of research, and methodology is reflected in research in the “Research Methodology in the Public Administration Review, 1975-1984” (White & Adams, 1994, p.94). Including both major research types (quantitative research and qualitative research),

the study used “mixed methods” as Creswell and Plano (2011, pp.69-70) noted that “mixed methods” emerged in the early 1990s (p.21), which integrated the two methods of “qualitative research” and “quantitative research” (Creswell, 2011, p.1). Furthermore, the study also used philosophical perspectives; ontology, epistemology, and methodology to analyze sparse data and information.

1.5.7 Innovation– Suttawet (2013) stated that innovation was based on science and coming up with a scientific and systematic process, which will bring in new outcomes and applications in many things, such as, ideas, concepts, theories, inventions, acting. The results of study, management, primer concepts or perceptions, which emerged as incrementalism, evolution, rationalism, either or revolution, depends on data, creativity, and imaginations, in order to manage resources and competencies of individuals and groups with technology, and aims to enhance the well-being of people in different areas. Particularly, creativity, invention, and innovation are also very closely related. Suttawet’s definition above was associated with terms by Longman (2011), and Oxford dictionaries (2013), which will be explained in more detail in the next chapter.

1.5.8 Problem– the study specifically found problems which appeared in the 155 doctoral dissertations, including problems which the researcher found while studying this doctoral dissertation.

1.6 Methodology

The study was “survey research” which is specific to “documentary research” and used mixed methods (Creswell & Plano, 2011) to categorize “quantitative research” and “qualitative research”. Firstly, starting with “qualitative research” to find the best data source from ThaiLIS and which found that doctoral dissertations were a suitable source to study. Secondly, using “quantitative research” to survey 155 doctoral dissertations with “State of the Art” techniques (Suttawet, 2009) following the five PA subfields by Shafritz and Hyde (2007) and curriculum, and then using analysis and synthesis techniques on them to get results of the study. Thirdly, “qualitative research” was used again on the results to check and using in-

depth interviews in addition by PA experts (one expert one subfield) before disseminating publically the results of the study.

1.7 Advantages of the study

1.7.1 The results of this study will support policy making or scholarship that are concerned with doctoral dissertations in Public Administration of Thai Higher Education Institutions.

1.7.2 The results of this study will be a holistic database in Public Administration of Thai Higher Education Institutions.

1.7.3 Doctoral Curriculum in Public Administration in Thai Higher Education Institutions can take results of this study to plan or manage suitable and interesting topics of doctoral dissertations.

1.7.4 The results of this study will support construction and development Public Administration knowledge in Thai Higher Education Institutions.

1.8 Limitation

There are three limitations of the study. *Firstly*, data that was found was based on ThaiLIS during the period of searching and collecting data between March and May 2013. *Secondly*, the research is specific to PA only, since PA dichotomy from Political Science at the first PA paradigm by Henry (2006). *Thirdly*, the study is specific to Thai PA curriculum (Thai language), and does not cover International curriculums from National Institute of Development Administration (NIDA), and Khon Kaen University. However, the study was conducted under “normal science” (Kuhn, 1970) or “law-like reality” (Potisita, 2011, p.75) accepting that the world is not perfect.

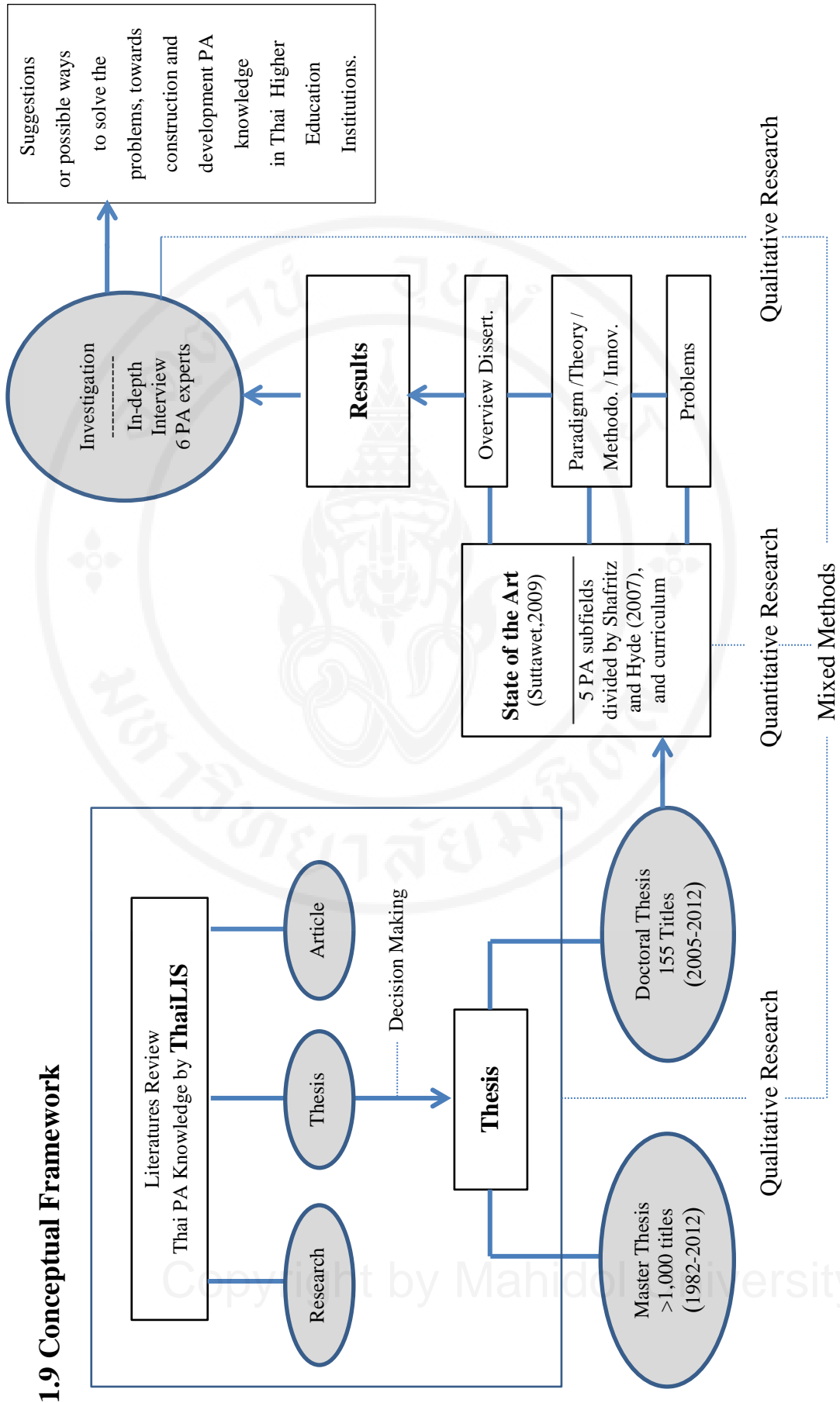


Figure 1.1 Conceptual Framework, developed base on Mixed Methods concept (Creswell & Plano, 2011)

CHAPTER II

LITERATURE REVIEW

Continuing from chapter I, this chapter contains a literature review of; history of Public Administration, State of the Art, paradigm, theory, methodology, innovation, and research concerning the study . Particularly, these matters will benefit discussion in the final chapter.

2.1 History of Public Administration

Public Administration has a long history as identified by Frederickson and Smith (2003, p.1) review of the studies of Tout (1937), Ellul (1955), and Chrismes (1952) in *“The Public Administration Theory Primer”*: Public Administration appeared in organization and management since trying to be a factor in the civilization of people in the past until the transition to feudal society, nation state, centralization, and centralization respectively. Most information involved details of Public Administration in Europe and America. Frederickson and Smith (2003, p.1) noted that, in Asia empirical evidence was found for the first time as “maintained substantially the traditional Chinese system of government and administration” in Song dynasty (A.D. 960-1279).

Public Administration has a long history but in Frederickson and Smith’s perspective, they point out that PA theory is young. Frederickson and Smith counted that Public Administration was 225 years old, twenty-two decades, and more than seven generations (Frederickson & Smith, 2003, p.2). Therefore recently (2014) Public Administration is 236 years old, and twenty-three decades. It is, more than 125 years ago since Public Administration was established in America by Woodrow Wilson in 1888. After that, Public Administration has contributed around the world till nowadays.

Public Administration in Thai, as already referred in Chapter I emerged in Chulalongkorn era (1899) after Public Administration was born in America by Woodrow Wilson (1887-1888) just over ten years before. Public Administration in Thai has continued to develop as Laohavichien (1987) referred to in Ketsuwan (2011, pp.77-78). To begin with, Royal Pages School in 1902, then, Civil Service College of King Chulalongkorn eight years later. After this, Chulalongkorn University was established in 1916. After that, the faculty of Political Science at Thammasat University was established in 1934. Following that, The United States supported Thammasat University to establish the faculty of Public Administration in 1955. The National Institute of Development Administration (NIDA) followed in 1966. However, many Thai High Education Institutions as old universities have concentrated on teaching and researching in Public Administration for both bachelor degrees and master degrees but doctoral degrees are too young as doctoral curriculums in this field emerged just over ten year ago.

Even though, Public Administration in Thai is more than 100 years old but the study associated with Yavaprapas and Whangmahaporn (2012, p.3) noted that Public Administration has flourished and bloomed since 1988 to recently (approximately 25 years) after a new unofficial curriculum in Master of Public Administration was set up. Now, Most Higher Education Institutions have included Public Administration in several curriculums both undergraduate education and graduate studies. *Firstly*, no more than four years of bachelor degree (official period'). *Secondly*, no more than five years of master degree as the normal period and no more than two years of master degree as the unofficial period. *Thirdly*, no more than five years of doctoral degree as the normal period and unofficial period. *The last*, international curriculum such as Ramkhamhaeng University, National Institute of Development Administration (NIDA), and Khon Kaen University.

Particularly, Public Administration in Thai started within different faculties. *Firstly*, The Faculty of Political Sciences such as Chulalongkorn University, Thammasat University, Ramkhamhaeng University, Sukhothai Thammathirat Open University, and Prince of Songkla University (Pattani campus). *Secondly*, Faculty of Public Administration at National Institute of Development Administration (NIDA). *Thirdly*, The Faculty of Political Science and Public Administration at Chiang Mai

University. *Fourthly*, Faculty of Management Sciences such as Prince of Songkla University (Hatyai campus), and Silpakorn University. *Fifthly*, Faculty of Social Sciences at Kasetsart University. *Sixthly*, Faculty of Social Sciences and Humanities such as Mahidol University and Thaksin University. *Seventhly*, Faculty of Humanities and Social Sciences such as 40 Rajabhat Universities, and Khon Kaen University. *Eighthly*, College of Local Administration at Khon Kaen University. *Ninthly*, College of Politics and Governance at Mahasarakham University. *The last*, Graduate School of Public Administration at Burapha University.

Furthermore, most Higher Education Institutions called Public Administration in Thai “RAD-THA-PRA-SA-SA-NA-SARD”, while there are some Higher Education Institutions such as Thammasat University, Mahidol University (in the past around 2003-2004), and Sukhothai Thammathirat, open university that called Public Administration in Thai “BOR-RI-HARN-RAD-TA-GID”. For this issue, Prof. Dr. Boontan Dockthaisong suggested that both Thammasat University, and Sukhothai Thammathirat University should call Public Administration in Thai Language follow to universal calling, because it will cover both science (as study) and administration (as implementation). Furthermore, he also suggested that the PA definition by the Thai dictionary in 1999 is clarify and confidentiality, and was merged from four important words; RAT-THA+PRA+SAD-SA-NA+SART, which means applying many sciences with a science (big umbrella) which provided for the state administration with efficiency and effectiveness. However, from 2004 to recently, Mahidol University changed how they name Public Administration in Thai to be the same as most Higher Education Institutions.

2.2 State of the Art

The study based on knowledge of State of the Art was referred to in Suttawet (2009). He presented using this technique in “*Principles and Techniques of the State of the Art Review*” since 1998 and developed his task continuously, until it was used for his teaching in Doctor of Public Administration Program, Mahidol University in 2009.

The definition of State of the Art, was mentioned in chapter I “*Scope of State of that Art larger than general literatures reviewing because it cover surveying, investigation, description, explanation, prediction, and evaluation*”. Particularly, evaluation which is the highest level of studying by using State of the Art technique which most scholars find difficult at this level. Therefore, general academic tasks were used at the lower level than evaluation like “surveying” which was used in this study. Moreover, important principles of State of the Art which Suttawet (2009) points out in his study consisted of major components; general contexts, paradigms, theories, methodologies, innovations, problems, discussions and suggestions.

For this chapter was explained about this in addition according to State of the Art was a major technique of the study. However, in actually State of the Art suitable for using both quantitative research and qualitative research depends on a research design which this study uses specifically in quantitative research. In addition, Suttawet collected just under ten theses and researches which were used for State of the Art technique in appendix of his task surveying from Thai theses; 1) “*An Overview Research Study of thesis on Communication in Thai Organizations (1981-1998)*” by Sheoychitra (1999), 2) “*Theses were concerned with Thai Labor Relation: Direction and Trend*” by Vimonkij (n.d.). Surveying from researches; 1) “*The Status of Research in Psychology in Thailand from 1973-1992*” by Suwannatat et al. (1995), and 2) “*Surveying Research demand to develop labor system and social welfare in the future*” by Wongchai (1998).

In addition, there were several theses and researches that were concerned with State of the Art which the study demonstrated by categories of the following different fields; **Psychology**, research project “*The Status of Research in Psychology in Thailand from 1973-1992*” by Suwannatat et al. (1995), funded by National Research Council of Thailand (NRCT). The study covered 1,424 titles from five subfields of Psychology by Suwannatat et al. (1995). **Economics**, 1) Research project “*Surveying Status and Knowledge of research development of Macroeconomic (1996-1998)*” by Sarntisart (2000), 2) Research project “*Surveying Status and Knowledge of Economics in Agricultural economics*” by Isvilanonda (2000), 3) Research project “*New Institutional Economics*” by Siriprachai (2003). 4) Research project “*Social Safety Net*” by Phetprasert (2000), 5) “*Condensed Account of Current Knowledge*

towards the Economic Potential of Indigenous Plants of Thailand” by Dungduan (2000).

Labor System, 1) Research project “*Surveying Research demand to develop labor system and social welfare in the future*” by Wongchai (1998), supported by funding from Thailand Research Fund (TRF), 2) “*Theses were concerned with Thai Labor System: Direction and Trend*” by Vimonkij (n.d.), 3) Research project “*Review and Survey of Occupational Health and Safety Conditions to Promote Workers' Health and Safety in Factories*” by Sutummasa (1999).

Communication, “*An Overview Research Study of thesis on Communication in Thai Organizations (1981-1998)*” by Pornphan Sheoychitra. The study surveys nearly seventy titles on Communication in Thai Organizations between 1981-1998 from 4 graduate schools: Chulalongkorn University, Thammasart University, Srinakarinwirote Prasarnmitr University and Dhurakitbundit University were used for the study (Sheoychitra, 1999). **History**, the paper entitled “*French in Vietnam: The documentary survey*” by Thananan Boonwanna. This article reports a study of Vietnamese students and researcher body of knowledge about the French arrival in Vietnam during 1858-1954 published during 1985-2010. (Boonwanna, 2013).

Medicine, 1) Research project “*The Control of Tuberculosis and Management of Non-tuberculous Mycobacterial infection*” by Palittapongarnpim (1999), 2) Research project “*Literature review to set a research program to develop a holistic occupational health service system using a glass manufacturing factory as a model.*” By Sithisarankul (1998), 3) Research project “*Situation on Diagnosis of Occupational Diseases and Injuries in Thailand.*” by Aekplakorn(1999), 4) Research project “*Knowledge Processing of Research and Development towards Controlling and Preventing Lung Cancer in Thai*” by Wattanasap (1997), 5) Research project “*Literature Reviews for Research and Development Towards the Control and Prevention of Thalassemia Syndromes in Thailand*” by Foocharoen (1998), 6) Research project “*Physical Activity and Longevity*” by Thamlikitkul (1999).

Environmental Management, research project “*Air Quality and Health Research Database, Thailand*” by Phoonbul (2001). **Science and Technology**, 1) Research project “*A survey of literature on methane emission from*

paddy fields in Thailand” in Soil Science by Jermsawatdipong et al. (1999). The study is based on a review of literature about methane emission from paddy fields to determine the direction for further research and studies conducted in Thailand, 2) Research project “*Status Collecting of Taking Seaweed to use in Environmental Biotechnology*” by Inthorn (2008), 3) “*Thai Research Status of Using Biotechnology to Improve Aquatic Animal Breeds*” by Na-Nakorn (2002), 4) Research project in Fisheries “*Present Status of Research Activities on Population Genetics of Aquatic Animals in Thailand*” by Jondeung (2001). **Marketing**, research project “*Research and development of technology to level up Thai local textiles quality standards for the competitive markets*” by Srinil (2000). **Chinese Literature**, research project “*Surveying Database of Thai-China Relations in Political and Economic*” by Trisanawadee (2004).

Anthropology, 1) research project “*Synthesis of Anthropology Knowledge for The National Academic Conference in Anthropology*” by Devakul (2003), 2) Research project in Thai Studies (Folklore) “*Evaluation of Thai Studies Status: Believes and Ritual*” by Hinshiranan (1998), 3) “*Evaluation of Thai Studies Status: Folklore and Literature*” by Na-Thalang (1999), 4) “*Current Research Status of Archeology on Tai Studies*” by Shoocongdej (1999), 5) “*The Evaluation of the State of Thai Studies in Architecture, Art and Crafts.*” by Panin (1999), 6) “*Status of Tai Studies : Language and Linguistics (II).*” by Ronakiat (1999), 7) “*A Reassessment of the State of Knowledge of Tai Studies : Languages and Linguistics (I).*” by Witayasakpan (1999), 8) “*A Reassessment of the State of Knowledge of Tai Studies : History*” by Sethakul (1999), 9) “*State of Tai Studies : The Case of Ethnogenesis and Cultural Exchange*” by Ganjanapan (1999, p.10) “*The State of Tai Studies : An Overview.*” by Luang-thongkam (1999).

Politics, research project “*State of Knowledge on Political Systems of the Tai*” by Chantavanich (1999). **Law**, 1) “*Strategy for Criminal Justice System Development in the Next Century: An Assessment of the Body of Knowledge about the Criminal Justice System.*” by Likkhasitwatthanakun (2005, p.2) “*Strategy for Criminal Justice System Development in the Next Century: An Assessment of the Body of Knowledge about the Criminal Justice Administration in Thailand*” by Petsuksiri (2001).

Area / Space, a variety of research projects in different Provinces; 1) “*Evaluation of Body of Knowledge Status in Phitsanulok Province*” by Worainthara (1999, p.2) “*Evaluation of Body of Knowledge Status in Ubon Ratchathani Province*” Chueasathuchon (1998), 3) “*Evaluation of knowledge about Phetchabun*” by Dangasawas (1999), 4) “*The Appraisal of the State of the Arts in Uttaradit*” by Promma (1999), 5) “*An Evaluation of the State of Knowledge on Surin Province*” by Mandee (1999), 6) “*An Evaluation of the State of Knowledge on Nakhonrajasima Province*” by Tosuratana (1999), and 7) foreign research studies such as “*Selves: State of the Arts in Singapore*” by Arun et al. (2001). **Tourism**, research project “*A Study of the Knowledge, Status and Situation of Community-Based Tourism in Lower Northern*” by Wiriyasumon (2009).

Public Administration (*Overview, Program, Curriculum, Side, and Dissertations*) there were both Thai and foreign researches in Public Administration which used State of the Art technique following this; the “*overview*” study in the “*Research in Public Administration: Reflections on Theory and Practice*” by White and Adams (1994); in their book was contained research works from different scholars and researchers. The “*program*” study by Robert A. Stalling (1986), in the “*Doctoral Programs in Public Administration: An Outsider’s Perspective*” was referred to in White and Adams (1994, pp.171-180). The “*curriculum*” studies; firstly, the study entitled “*Thai Public Policy: Emerge, Evolution, and State of Knowledge*” by Yavaprapas and Whangmahaporn (2012, pp.4-44). They overviewed evolution and development of Thai PA curriculum since before 1957 to recently. Secondly, the study in the “*Philosophy of Master of Public Administration in the part and recently*” by Laohavichien (1987) as referred to in Ketsuwan (2011).

The “*sides*” study, Dulyakasem specific to study three sides; *Social, Education, and Culture* in the research titled “*The Knowledge construction to Development Thai Country: Education, Social, and Cultures*” was referred to in Panich (1993, pp.117-162). The “*dissertations*” study, White (1986) whose study titled “*Dissertations and Publications in Public Administration*” was referred to in White and Adams (1994, pp.141-156). The study by Cleary (1992) titled “*Revisiting the Doctoral Dissertations in Public Administration: An Examination of the Dissertations of 1990*” was referred to in White and Adams (1994, pp.157-170).

To summarize, from data as mentioned above, the study found that State of the Art technique was often used in researches in theses in different fields and different matters; psychology, economics, labor relations, communication, history, medicine, environmental management, science and technology, marketing, Chinese Literature, law, politics, anthropology, area/space, tourism, social, education, and culture, including in Public Administration (overview, program, curriculum, side, and dissertations). Particularly, the study strongly affirmed that no PA Thesis studied use the “Holistic” technique before. Hence, the study titled “*The Construction and Development of Public Administration Knowledge: A State of the Art Review from the Thai Doctoral Dissertations*” is the first time in Thai.

2.3 Paradigm

Paradigm was popular in the most scholars in several fields since Thomas S. Kuhn who is the first paradigm pioneer in “*The Structure of Scientific Revolutions*” (Kuhn, 1962). He gave paradigm’s definition that “*paradigm relates closely to normal science (p.10), as the constellation of group commitments (p.181), as shared examples (p.187); law, theory, application, instrumentation, models which coherent traditions of scientific research (p.10).*”

Nicholas Henry provided six PA paradigms in “*Public Administration's Century in A Quandary*” chapter II. *Paradigm I: The Politics-Administration Dichotomy (1900-1926)*. This paradigm was started after Woodrow Wilson wrote a famous article “*The Study of Administration*” in 1887 which demonstrated that Public Administration was separated from Politics. *Paradigm II: The Principles of Administration (1927-1937)*. Then, the challenge to paradigm III (1938-1950) was in reaction to the challenge (1947-50). *Paradigm III: Public Administration as Political Science (1950-1970)*. *Paradigm IV: Public Administration as Management (1956-1970)*. *Paradigm V: Public Administration as Public Administration (1970 – Present)*. *Paradigm VI: Emergence of Governance (1990 – Present)* (Henry, 2006, pp.26-42). In addition, Guba (1990) sets out four major paradigms employed in social inquiry;

positivism, post-positivism, critical theory, and constructivism, referred to in Parsons (1995, p.71).

For Thai PA paradigm, there were many Thai scholars who divided different periods into between three to six paradigms, related with divided by foreign experts as mentioned above. Namely, Laohavichiaen (1997, pp.17-38) divided PA paradigm into three periods; 1) From Wilson to World War II 2) After World War II to 1970 3) After 1970 to present, the same division as Yossomsakdi (2005, pp.38-46). Bowornwathana (1998, p.9) divided it into for four periods; 1) Traditional Theory (1887-1950) 2) Challenge Theory and Identity Crisis I (1990-1960) 3) Identity Crisis II (1960-1970) 4) New Public Administration Theory and Approach (1970-present).

In addition, Yavaprapas and Whangmahaporn (2012, p.3) divided Thai PA paradigm into six periods (one decade one period); 1) Before 1957: PA knowledge began in Thai 2) 1957-1967: National Institute of Development Administration (NIDA) was established 3) 1968-1977: Public Administration germinated and prospered 4) 1978-1987: A new unofficial curriculum in Master of Public Administration was set up 5) 1988-1997: Public Administration was flourishing and blooming 6) 1998- Recently (2012): Public Administration has bloomed and grown up in Public Policy. The study specifically merged the divided PA paradigm by Henry (2006) and Yavaprapas and Whangmahaporn (2012). Therefore, the study was based on definitions by Thomas S.Kuhn, and six PA paradigms by Henry (2006), including six Thai PA paradigms by Yavaprapas and Whangmahaporn (2012) as mentioned above.

2.4 Theory

In general, as most scholars have known, theory is very important for both education and research as Frederickson and Smith (2003, p.5) referred to the validity or usefulness of any theory depends on its capacity to *describe*, to *explain*, and to *predict*. There were three major meanings of theory: *The first meaning*, in the natural and physical sciences, theory means a rigorous testing of predictive theorems or hypotheses using observable and comparable data. *The second meaning*, theory in the social sciences and in public administration means the ordering of factual material

(history, events, cases, stories, measures of opinion, observation) so as to present evidence through definitions, concepts, and metaphors that promote understanding. *The third meaning*, theory in public administration is normative, namely theories of what ought to be. (Frederickson & Smith, 2003, p.7).

Punyaratabandhu (2013, p.44) divided theory into two major types which consisted of “normative theory” and “descriptive or positive theory, while Denzin (1970, pp.68-72) categorized theory into three types; 1) grand or social systems theory, 2) middle-range theory, and 3) formal theory.

White (1986) concluded that prescriptions for theory building with *case studies, histories, descriptions of administrative experiences, reports of action research projects, political theories, philosophical analysis, and social critiques*, will not contribute significantly to the growth of PA knowledge, as this normal research type does not satisfy the criteria of *validity, testability, and causality* (White & Adams, 1994, p.42). Therefore, Clearly and McCurdy (1984) also claimed that “*field that promotes descriptions and critiques still needs research...*”(White & Adams, 1994, p.42). However, the procedure of becoming theory is not easy because it was developed from definitions, concepts, theoretical statements that were accepted from many experts in that field until it becomes theory in the final step as shown in Figure 2.1 below.

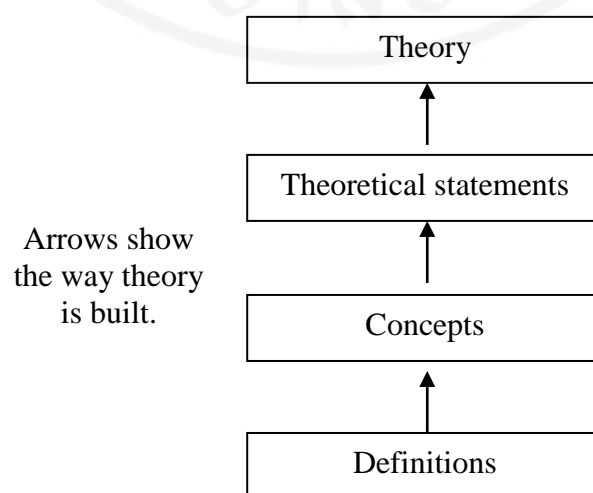


Figure 2.1 Elements of Theory

From figure 2.1, the study illustrated that four theory elements are related to each other, as Stinchcombe (1987, p.38) points out in “*change of concepts as theories change*”. In addition, he concluded that the concept had be broken down into two type-concepts; 1) “rational” and “bureaucratic”, 2) “professional” and “bureaucratic” administration as referred by Stinchcombe (1987, p.45). Moreover, theory is closely related with paradigm as Kuhn (1962) referred in Parsons (1995, p.69), his main argument was that all theories are “paradigm” and which theories were accepted were because of the power of the paradigm and the scientific consensus. Hence, to understand the knowledge growing, see also Figure 2.2 below.

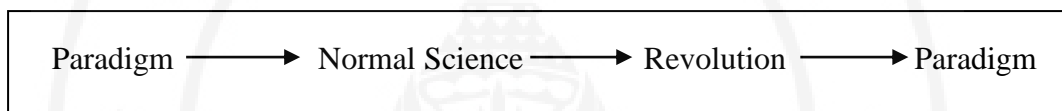


Figure 2.2 Kuhn’s approach to understanding theoretical change, Kuhn (1962).

Even though, most scholars and researchers well know that theories are correct and accepted in general. On the other hand, theories are possible to be changed and replaced with new theories which are better following “normal science” or “natural rules”, according to Lord Action who said that “*there is nothing more necessary to the man of science than its history, and the logic of discovery...The way error is detected, the use of hypothesis, of imagination, the mode of testing*” referred to in Popper (1959, p.14). Therefore, theories usually are investigated and tested by scholars and researchers. Stinchcombe (1987, p.17) gave two types of theories testing; 1) single test as observation, 2) multiple tests as explanations of phenomena in the world (p.18), which consisted of statistical inference, and the crucial experiment (pp.23-24). Particularly, measurement is not only a device for testing theory but it is a part of the theory as Stinchcombe (1987, p.43) pointed out in chapter II “*The Logic of Scientific Inference*”.

Several scholars mentioned about PA theory. Frederickson and Smith (2003, p.4) believe that “No theory standing alone”, therefore they also presented eight important PA theories in “*The public Administration Theory Primer*” which consisted of; 1) Theories of Political of Bureaucracy 2) Theories of Bureaucratic Politics 3)

Theories of Public Institutions 4) Theories of Public Management 5) Postmodern Theory 6) Decision Theory 7) Rational Choice Theory 8) Theories of Governance (Frederickson & Smith, 2003, pp.230-245). Moreover, they also pointed out that these theory form bridges between *public administration*, *political science*, and *philosophy* (Frederickson & Smith, 2003, p.7), which theories usually are investigated and tested by scholars and researchers. Finally, the researcher agrees with definition by Novalis¹ that “*Theories are nets: only he who casts will catch*”, as cited by Popper (1959, p.11).

2.5 Methodology

Perry and Kraemer (1986) claimed that methodology and research are closely linked. Namely, methodology exists to guide the conduct of research, and methodology is reflected in research in the “*Research Methodology in the Public Administration Review, 1975-1984*” (White & Adams, 1994, p.94). Therefore, the study in this part explains necessary details of research and methodology in the following section.

2.5.1 Research

White and Adams (1994, pp.16-17) reviewed the studies of Fay (1976) and Habermas (1971), they found that there were three modes of social research; *explanatory*, *interpretive*, and *critical*. Then, they explained important details of these three modes. *Firstly*, explanatory or positive research seeks to control social events through prediction that relies on explanation. *Secondly*, interpretive research seeks to understand social events and artifacts in an effort to expand the meaning of our lives. *The last*, critical research questions the efficacy of our beliefs and actions in an attempt to enable our-self development.

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¹ Novalis was the pseudonym of Georg Phillip Friedrich von Hardenberg

Even though, Denhardt (1984) agreed with White (1986) that the philosophical foundations of three research types have been partly outlined for public administration, as referred in White and Adams (1994, p.17). Otherwise, in the part, most scholars emphasized explanatory, while interpretive and critical reasons were largely ignored by the positivist tradition. Hence, White and Adams (1994, pp.16-19).point out that scholars should gain awareness of using both interpretive and critical research.

Research comes from combining two words “re” and “search” which Punyaratabandhu (2013, p.3) gave as meaning to easily understand that “searching again and again to find answer with more details indeed towards question which was set up before”. Moreover, she also claimed that researches in Public Administration based on “scientific approach” and emphasis to empirical evidences to find answers (Punyaratabandhu, 2013, pp.8-9). Babbie (1975) presented eight characteristics of scientific approach, as cited in Punyaratabandhu (2013, pp.11-14) and consisted of 1) logical reasoning 2) all phenomena come from causes 3) to understand phenomena of generalization 4) parsimony 5) clarify and simplify of measurement 6) empirical verification 7) objective or inter-subjective agreement, and lastly, researchers should be ready to accept reasons and evidences which are better.

Some scholars and researchers know just only two research types which are quantitative research and qualitative research, but actually, there are several different research types as Dulyakasem presented just over ten research types; basic research, applied research, action research, policy research, marketing research, documentary research, historical research, experimental research, quasi-experimental research, quantitative research, qualitative research, survey research, evaluative research, futuristic research, participatory action research (Panich, 1993, p.120).

From more than ten research types as were mentioned above, Dulyakasem also categorized these with six criteria as follows; 1) *Designing* – consisted of experimental research, quasi-experimental research, 2) *Implication* – consisting of basic Research, applied research, 3) *Means of data analysis* – consisting of quantitative research, qualitative research, 4) *Data collecting* – consisting of survey research, ethnographic research, and action research, 5) *Data ageing* – consisting of

historical research, and futuristic research, 6) Objectives – consisting of descriptive research, and explanatory research as cited in Panich (1993, pp.120-122).

However, Punyaratabandhu(2013, pp.17-18). categorized the following seven research types which differ in details and matters from Dulyakasem as mentioned above; 1) *research objective*- consisted of exploratory research, descriptive research, and explanatory research 2) *research reasons* - consisting of basic research, applied research, or exploratory research, descriptive research 3) *research design* - consisting of experimental research, and non-experiment research 4) *controlled versus uncontrolled setting* - consisting of Hawthorne Studies, and policy research, 5) *research settlement*- consisting of research in the laboratory room (experimental research), and fieldwork research (quasi-experimental research, and non-experiment), 6) *data sources* - consisting of primary data and secondary data and 7) *characteristic of data analysis*- consisting of quantitative research (experimental research, quasi-experimental research, and non- experiment) and qualitative research. In conclusion, the study is based on categorizations by both Dulyakasem and Punyaratabandhu, but specific to major research types (quantitative research and qualitative research) within mixed methods, including survey research.

Furthermore, Punyaratabandhu (2013, p.26) also concluded nine research steps from the first step to the final step which were consisted of 1) set up research problem 2) survey and literature review 3) set up hypothesis to testing 4) select suitable research type 5) set up population and sampling 6) set up technical terms and make indicators to measurement 7) set up instruments and data collecting 8) data preparing and data analyzing, and lastly, present the research results and make a report. In addition, Creswell and Plano (2011, p.39) presented four levels for developing a research study as Figure 2.3 shows.

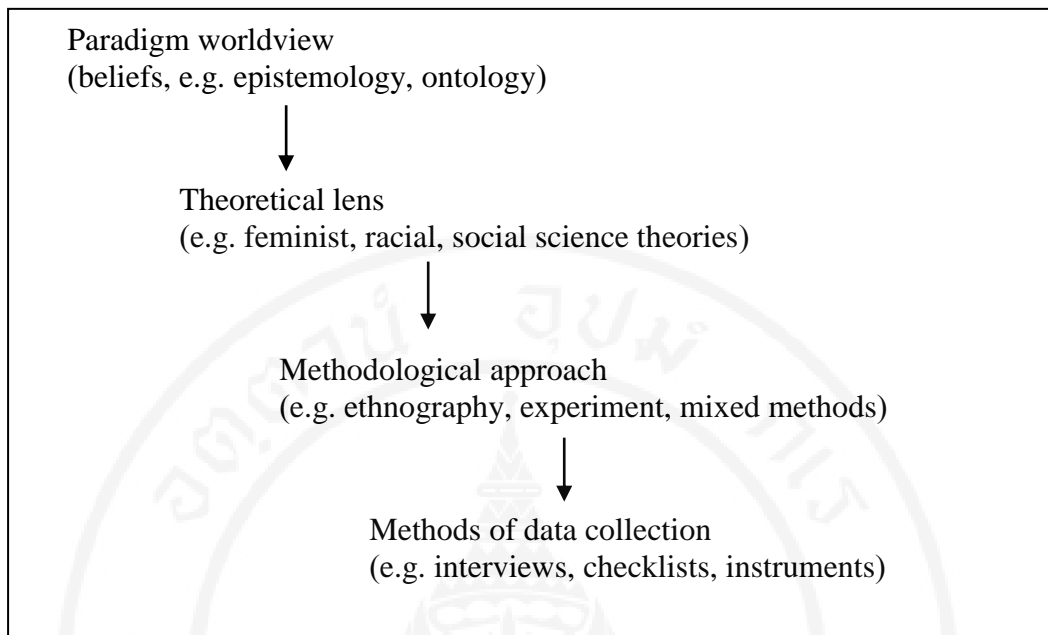


Figure 2.3 Four levels for developing a research study

Source: Creswell and Plano (2011, p.39) adapted from Crotty (1998).

2.5.2 Methodology

Perry and Kraemer (1986) referred to “methodology concepts” of Kaplan (1964); *techniques*, *honorifics*, and *epistemology* in the research titled “*Research Methodology in the Public Administration Review, 1975-1984*” (White & Adams, 1994, p.94). Then, Perry and Kraemer (1986) also identified three major methodology types; *firstly*, case study methodology (as a method of last resort, exploratory, and attractive nuisance), *secondly*, qualitative methodologies (as interpretation and rhetoric), and *thirdly*, advanced quantitative methodologies (causal analysis, structural equation models, and longitudinal statistical methods), as were referred to in White and Adams (1994, pp.106-107).

In addition, Perry and Kraemer (1986) also pointed out two important methods; *historical* and *statistical* which were used in analysis and assessment of research methodology from the past to recently (White & Adams, 1994, p.93), associated with Denzin (1970) who presented four sociological methods; *experiment* (pp.147-163), *survey* (pp.164-184), *participant observation* (pp.185-218) and *life historic* (pp.219-258) in his book “*The Research Act : The Theoretical Introduction to*

Sociological". Then, Denzin (1970) took these methods to categorize three theory groups by specifying the means and causes; 1) the experimental model of control 2) the survey-multivariate analysis model of design, and 3) analytic induction. The study was specific in using only two methods; survey and participant observation.

For both major research types (quantitative research and qualitative research), the study was explained with "mixed methods" as Creswell and Plano (2011, pp.69-70) referred that "mixed methods" emerged in the early 1990s (p.21), which integrated two methods between "qualitative research" and "quantitative research". Some scholars' perspectives towards "mixed methods" are referred to in Creswell (2011, p.1). *Firstly*, "third research paradigm" (Johnson & Onwuegbuzie, 2004, p.15), *Secondly*, "third methodological movement" (Tashakkori & Teddlie, 2003a, p.5), and *the last*, "the new star in the social science sky" (Mayring, 2007, p.1).

Moreover, Johnson, Onwuegbuzie, and Turner (2007) provided 19 definitions of mixed methods from 21 researchers which differ in matters and focus in *Journal of Mixed Methods Research* (JMMR) article, as cited in Creswell and Plano (2011, p.3) as follows. *Firstly*, being mixed (e.g., methods, methodologies, or types of research). *Secondly*, the research process in which mixing occurred (e.g., data collection, and data analysis). *Thirdly*, the scope of mixing (e.g., from data to worldviews). *Fourthly*, the purpose or rationale for mixing (e.g., breadth, corroboration). *The last*, the element driving the research (e.g., bottom-up, top-down, a core component).

There are six types of mixed methods which Creswell referred in his book; 1) the convergent parallel design ,2) the explanatory sequential design, 3) the exploratory sequential design, 4) , the embedded design, 5) the transformative design, and 6) the multiphase design The study is closest to multiphase design which was demonstrated in chapter III. However, for methodological improvement, Perry and Kraemer (1986) as cited in White and Adams (1994, p.105) suggested that scholars should specifically use "meta-analysis". Then, they referred to the meta-analysis meaning by Hunter, Schmidt, and Jackson (1982) that "*the set of methods used for cumulating knowledge across studies*". Moreover, Perry and Kraemer (1986) also claimed several methods of "meta-analysis"; *literature review, counting statistically significant finding, and averaging results across studies*. Particularly, they suggested

that meta-analysis can also be valuable for integrating results across different academic fields, which is really needed for an interdisciplinary enterprise such as public administration (White & Adams, 1994, pp.105-106).

Furthermore, the study also used philosophical perspectives; *ontology*, *epistemology*, and *methodology* to analyze rare data and information obtained from collecting. In addition, ontology refers to the nature of reality (Creswell, 2009; Lincorn & Guba, 2000), normal science (Kuhn, 1970), and law-like reality (Potisita, 2011, p.75), including what is real when researchers conduct their inquiries (Creswell & Plano, 2011, p.41). Epistemology means that how we gain knowledge of what we know, while methodology means that the process of research (Creswell, 2009; Lincorn & Guba, 2000). In conclusion, the study was “survey research” which used “mixed methods” both “qualitative research” and “quantitative research” by starting with “qualitative research” which used documentary research to find the amount of PA doctoral dissertations. Then, “quantitative research” where the study used state of the art techniques to find the answers following three objectives. The next step, returned to used “qualitative research” again by using “in-depth interview” to investigate data correcting by PA experts, and used “semi-structured interview form” as an important instrument, including “participant observation” in both Thai academic national and international conference in Public Administration. Finally, it took rare data to analyze with “meta-analysis”, and philosophical perspectives; and not only used “ontology” but also “epistemology” and “methodology”: especially, epistemology which is an important philosophical perspective to analyze data.

2.6 Innovation

Innovation definition in Longman (2011) referred to two meanings both a countable noun and uncountable noun. *Firstly*, countable noun; innovation is a *new idea, method, or invention*. *Secondly*, uncountable noun; *the introduction of new ideas or methods*. Similarly innovation’s definition in Oxford dictionaries (2013) was explained by two characteristics. *The first*, mass noun, innovation is the *action or process* of innovating. *The second*, countable noun, innovation is a *new method, idea, product, etc.*

For a scholar's perspective, Parsons (1995, p.572) compared innovation as "new life", and closely with "change". Other ideas about innovation, include Hogwood (1992, p.18) who presented that innovation involves the government into an "activity" in which it has not previously been involved, then he additionally concluded that innovation may be viewed as a *process of change* on a continuum with policy maintenance (Hogwood, 1992, pp.21-23) referred to Parsons (1995, p.573). However, Hogwood's perspective towards innovation is similar to the first meaning by Oxford dictionaries which was mentioned above. Particularly, Parsons (1995, p.573) pointed out that in this pure (ideal-type) form, innovation is rare. Furthermore, Machiavelli (1532) presented his idea about innovation in his book (The prince) that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in *the introduction of a new order things* (Parsons, 1995, p.573). For this reason, the study has concluded that the characteristic of innovation is "new life", closely related with "change", newness or the introduction of *idea, method, product, invention, action, activity, process, new order things*. Particularly, innovations have more influence to support construction and development of PA knowledge in the study.

CHAPTER III

METHODOLOGY

3.1 Research Design

The research design in this chapter was explained in figure 1.1 conceptual framework in the last page of chapter I. The research design of the study was “survey research” which is specific to “documentary research”. It used mixed methods (Creswell, 2011) categorized by “quantitative research” and “qualitative research”. Firstly, it started with “qualitative research” by searching data of Thai Public Administration from ThaiLIS from which the study found that there are three major types of data; thesis or dissertation, research, and article. Then, the decision was made to select only one type as thesis/dissertation data is better than the other types. After this, it looked at thesis/dissertations which were divided into two types; master thesis and doctoral thesis. After that, the decision was taken that studying more than 1,000 titles of master thesis was too hard and would take more time, and therefore 155 doctoral dissertations also were selected as suitable for the study.

Secondly, “quantitative research”, started with taking 155 doctoral dissertations to study by “State of the Art” techniques in order to survey and investigate an overview of them. There were three purposes of the study; general issues of doctoral dissertations, paradigms, theories, methodologies and innovations, and problems that appeared in 155 doctoral dissertations were used for study. Particularly, the study in this part not only looked overall at doctoral dissertations but also specifically in each of the five subfields as divided by Shafritz and Hyde (2007) ; 1) Human resource management, 2) Organizational Theory in Public Administration 3) Ethics in public administration 4) Policy analysis 5) Public budgeting, including “curriculum”. However, curriculum was outside the scope of the five subfields as mentioned above but it illustrated the scope of Thai PA context which was different from the other studies in the past. Therefore, the study curriculum is also an innovation in the scope of this study.

Lastly, qualitative research was used again for the study. After finding the results of the study, the results of each subfield were “investigated” by PA experts (one expert for each subfield) together with in-depth interviews with them in order to review the results before contributing them to the public domain.

3.2 Methods

As mentioned in the research design, the study used mixed methods Creswell and Plano (2011, pp.69-70) which integrated two methods of “qualitative research” and “quantitative research”. There are six types of mixed methods which Creswell referred to in his book; 1) the convergent parallel design, 2) the explanatory sequential design, 3) the exploratory sequential design, 4) the embedded design, 5) the transformative design, and 6) the multiphase design the study methodology was closest to multiphase design which is demonstrated in figure 3.1 below.

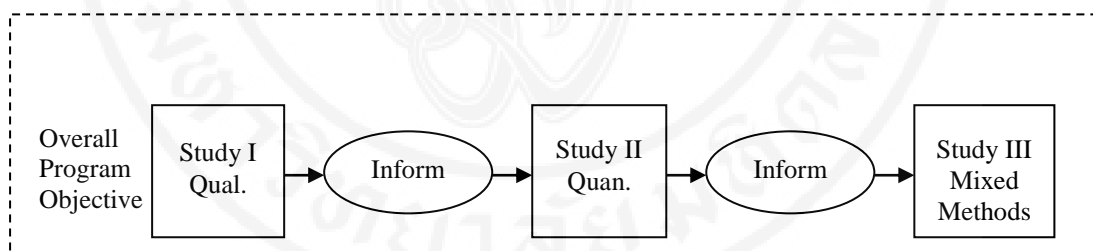


Figure 3.1: Diagram of multiphase design, mixed methods (Creswell & Plano, 2011, p.70)

3.3 Population and Unit of Analysis

The population of the study was 155 doctoral dissertations that appeared in ThaiLIS over thirty years (2005-2012) within two limitations as already mentioned in chapter I; firstly, the natural rule that no one is perfect or 100 percent and the population of this study was close to 100 percent as follows the natural rule, secondly, the study specific to just only “Thai curriculum” without covering “International curriculum”. The unit of analysis of the study is “Thai Higher Education Institutions”

within the Office of the Higher Education Commission (OHEC) not only Public Higher Education Institutions but also Autonomous Universities and Private Universities.

3.4 Instruments

Instruments of mixed methods can be divided into two types which consisted of a case record form and a semi-structured interview form. Firstly, instruments of quantitative research which consisted of case record forms were used for surveying the overview of Thai doctoral dissertations and information of each PA subfield that appeared in ThaiLIS between 2005-2012, only doctoral works, not included master thesis, in order to analyse and synthesize following objective I.

Secondly, instruments of qualitative research which were a semi-structured interview form and official letter form. Firstly, semi-structured interview form was used for in-depth interviewing. Then, the official letter form was requested from The Faculty of Social Sciences and Humanities, Mahidol University in order to use for checking the results of the study and the interviewing of the six PA experts in each subfield.

3.5 Data Collection

Data collection of the study has two major steps; 1) collecting data from ThaiLIS, and 2) collecting data from PA experts by in-depth interview. For the first step, there were over ten processes to collect doctoral dissertations following this.

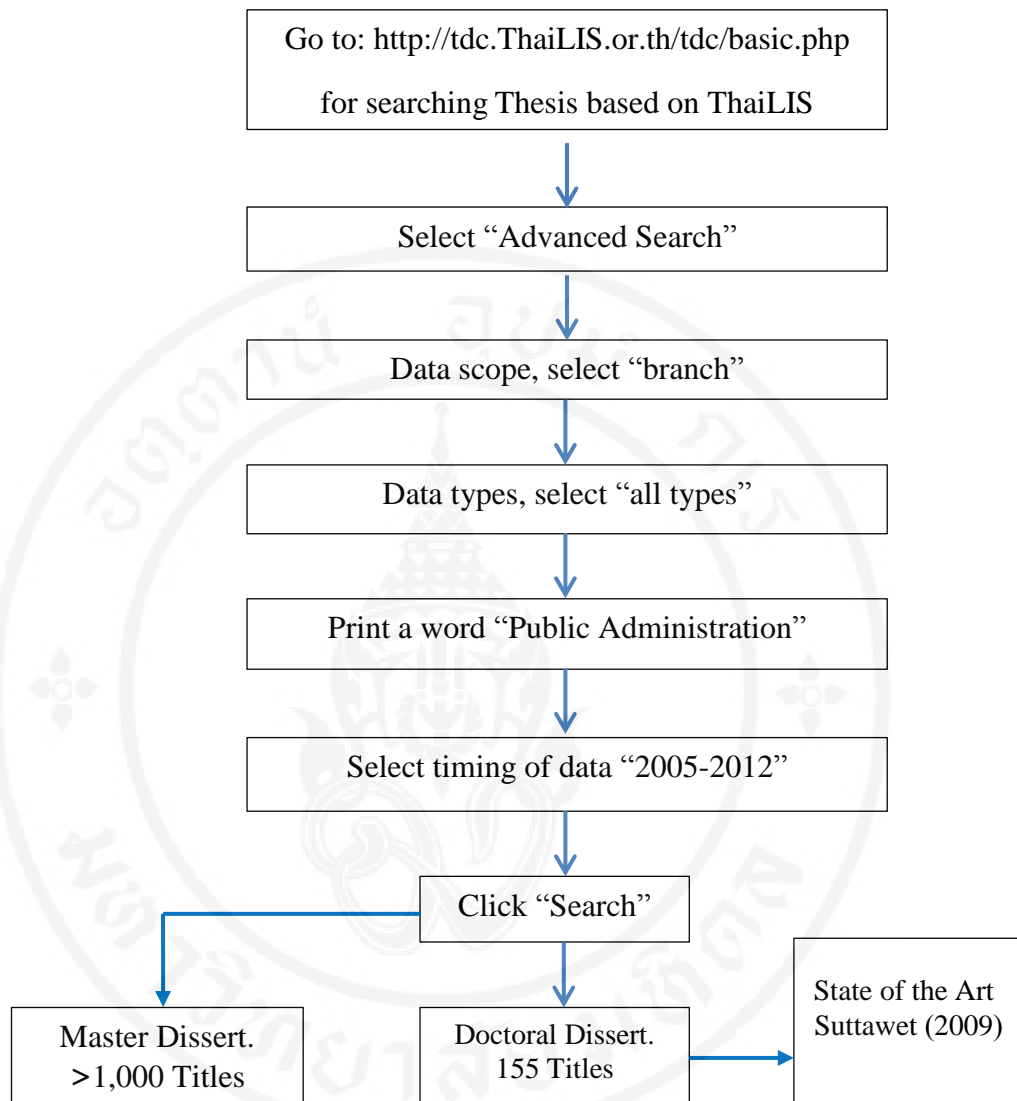


Figure 3.2 Diagram of Data Collection procedure

For the second step, collecting data from PA experts by in-depth interview started from designing a semi-structured interview form, and requesting an official letter from The Faculty of Social Sciences and Humanities, Mahidol University. Then an official letter and results of the study were sent to PA experts for consideration. After this, an appointment was made with a PA expert in each subfield to interview them in-depth. After that, information from this step was used to improve, develop and analyze results of the study before publishing to an international journal based on journal lists accepted by the Graduate Studies, Mahidol University.

3.6 Data Validation

Data validation of the study based on “Triangulation” which consisted of multiple or various elements such as data triangulation, multiple investigator triangulation, multiple analyst triangulation, reviews triangulation, methods triangulation, theory triangulation, and interdisciplinary triangulation. Denzin (1970, p.300) points out that triangulation was used to get rid of “personalistic biases” that stem from single methodologies. For this reason, he also suggested four types of triangulation; 1) data (time, space, and person) 2) investigator 3) theory (multiple or single) 4) methodological (Denzin, 1970, p.301). This study was based divided triangulation types as mentioned by Denzin above;

Data: the study involved multiple data that consisted of; 1) more than 150 titles of doctoral dissertations, 2) multiple data timing which covered thirty years between 2005 and 2012, 3) multiple Higher Education Institutions, and 4) 155 candidates who made their doctoral dissertations (one candidate one dissertation), and 5) multiple subfields of Public Administration as divided by Shafritz and Hyde (2007) as well as curriculum. **Methods:** the study used mixed methods both quantitative research and qualitative research which were major aspects of triangulation. **Investigators:** there were just over ten experts who were investigators of the study as well as four dissertation advisors; Dr.Chokchai Suttawet, Assoc. Prof. Dr.Sirirat Choonhakai, Asst.Prof.Dr.Gamolporn Sonsri, and Asst.Prof.Dr.Jitlada Amornwatana. Also the co-committee of proposal examination on February 19, 2013 included Assoc.Prof.Dr.Suchitra Punyaratabandhu from National Institute of Development Administration (NIDA), committee of MU-SSIRB, Prof.Dr. Ahmad Atory Hussain, and Dr. Mohamad Zaini Bin Abu Bakar from the school of Social Sciences, Universiti Sains Malaysia, six PA experts in each subfield checked results of the study, including an external expert who will be a co-committee member in the final dissertation examination. **Theory:** the study used multiple theories such as paradigm theory, methodology theory, concept of State of the Art, and concept of innovation. **Methodological:** the study used several methodologies; mixed methods, meta-analysis, content analysis, quantitative research, qualitative research, documentary research, and triangulation.

3.7 Data Analysis

Results of the study by quantitative research from chapter IV-IX were analyzed with “meta-analysis”, otherwise results of the study were analyzed by “content analysis”. qualitative research from in-depth interviewing Then, a synthesis was carried out of data from both quantitative research and qualitative research in perspectives of ontology, epistemology, and methodology (Potisita, 2011).

3.8 Ethical Considerations

There are two steps of ethical considerations of the study. To begin with, the candidate needed to pass MU-SSIRB training in order to construct, understand and gain awareness of setting up instruments of the study. After passing this step a certificate was awarded and was important evidence in order to use it for the committee MU-IRB (Mahidol University Institutional Review Board) to allow the next step to take place. Then, after the candidate already passed proposal examination, they had to send the instruments to the committee of MU-SSIRB for consideration of suitable instruments within 90 days, and this step will take approximately 1-2 months as it is a serious condition of achieving a dissertation of Graduate Studies, Mahidol University. Consequently, the data collection step of the study will start when the candidate has received a formal allowance as evidence from MU-SSIRB committee. Recently, the study found that not only Mahidol University but also other leading universities such as Chulalongkorn University, Thammasat University, Chiang Mai University, Khon Kaen University, and Naresuan University have more awareness of this than in the past, and have set up committees for ethical consideration in these universities.

CHAPTER IV

RESULTS-CURRICULUM

As referred to in the first chapter, five PA subfields in the study was categorized following Shafritz, and Hyde (2007); 1) Human resource management 2) Organizational Theory in Public Administration 3) Ethics in public administration 4) Policy analysis, and 5) Public budgeting. Besides these areas, the study found three doctoral dissertations about “curriculum” in the ThaiLIS database. Therefore, in order to cover all 155 doctoral dissertations, curriculums also were combined for the study in this chapter.

4.1 Surveying data in Curriculum

The guideline of case record form II (from appendix B) was used for surveying about “curriculum” which appeared into Thai PA doctoral dissertations between 2005 and 2012, in order to answer research questions that follow objective I (to study overview of PA Curriculum from Thai doctoral dissertations in Public Administration between 2005 and 2012), objective II (theories, methodologies, and innovations) and objective III (problems). Then, the results of the study will be investigated and reviewed by the popular PA curriculum expert. After that, the researcher will analyze, synthesize and discuss the results of five PA subfields and curriculum as the PA holistic research in the final chapter.

Table 4.1 Surveying data in Curriculum

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
1	รุ่งพ คงฤทธิระจัน Rungphop Kongritrajun	2007	การพัฒนาหลักสูตรรัฐ ประศาสนศาสตร์บัณฑิต ของมหาวิทยาลัยราชภัฏ Public Administration Curriculum Development : A Case Study of Rajabhat University	Ramkhamhaeng University	6	3	1) Bidhya Bowonwathana 2) Suwannee Sangmahachai 3) Uthai Laohavichien
2	ยุทธพงษ์ ลีลาภิไพศาล Yutthapong Leelakitpaisam	2009	พัฒนาการและลักษณะของ หลักสูตรรัฐประศาสนศาสตร์ ระดับปริญญาตรีในประเทศไทย The Development and Characteristics of Undergraduate Programs in Public Administration in Thailand	Ramkhamhaeng University	6	3	1) Bidhya Bowonwathana 2) Pathom Manirot 3) Woradej Chandarasorn 4) Uthai Laohavichien

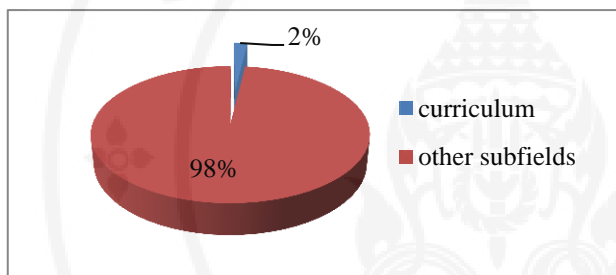
Table 4.1 Surveying data in Curriculum (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
3	กัณฑ์ธิดา นิลทองคำ Guntima Nilthongkum	2010	การจัดการศึกษาระดับอุดมศึกษา สาขาวิชารัฐประศาสนศาสตร์ ใน มหาวิทยาลัยราชภัฏ Educational Management at the Doctoral Degree Level in the Public Administration Programs at Rajabhat University	Ramkhamhaeng University	6	3	1) Pathom Manirot 2) Uthai Laohavichien

4.2 The results of the study

4.2.1 Overview of Curriculum

As shown in Table 4.1 surveying data in Curriculum, it consisted of eight elements; 1) number of doctoral dissertation about curriculum 2) researchers' name 3) year of publication and distribution 4) English title 5) name of Higher Education Institution 6) number of chapters 7) number of advisors, and 8) Expert's name referred to in acknowledgements. These elements supported answering the first objective I as follows.



The first element, the study found three doctoral dissertations which were 2% of Thai PA doctoral dissertations between 2005-2012 as follows in Figure 4.1.

Figure 4.1 Proportion of Curriculum compared to other PA subfields

From searching in Thai Library Integrated System (ThaiLIS) , there are 3 doctoral dissertations from Ramkhamhaeng University, which concerned about PA curriculums of Rajabhat Universities. *Firstly*, “Public Administration Curriculum Development : A Case Study of Rajabhat University” by Rungphop Kongritrajun (2007). *Secondly*, “The Development and Characteristics of Undergraduate Programs in Public Administration in Thailand” by Yutthapong Leelakitpaisarn(2009). *The last*, “Educational Management at the Doctoral Degree Level in the Public Administration Programs at Rajabhat University” by Guntima Nilthongkum (2010)

The second element, researchers' name can point to the proportion of each sex, which the study found that two in three researchers were male with 66%. Then, *the third element* was the year of publication and distribution which found the three doctoral dissertations about “curriculum” were in 2007, 2009 and 2010. Namely, the earliest year was 2007, while 2010 was the latest. *The fourth element* was the English title. The study found that most of them were specific to studies about development and characteristics, including educational Management of PA curriculum or programs.

Moreover, two in three doctoral dissertations were from Rajabhat University, and specific to study about undergraduate level, while doctoral degree level was studied in just one title. For *the fifth element*, the name of Higher Education Institution, the study found that all of them came from Ramkhamhaeng University. For *the sixth element*, number of chapters, the study found that all of the three doctoral dissertations had six chapters.

Regarding *the seventh element*, number of advisors, the study found three advisors or contributors from all of the curriculums' doctoral dissertations. For, *the last element*, expert's name, the study found 5 experts which were referred in the acknowledgements of curriculums' doctoral dissertations; 1) Bidhya Bowonwathana 2) Pathom Manirot 3) Woradej Chandarasorn 4) Uthai Laohavichien and 5) Suwannee Sangmahachai. Uthai Laohavichien was the most popular expert who was referred to in all curriculums' doctoral dissertations. The second most popular, Bidhya Bowonwathana and Pathom Manirot were both referred to in curriculums' doctoral dissertations two times. While, Woradej Chandarasorn and Suwannee Sangmahachai were each referred to only one time. Therefore, Uthai Laohavichien is the curriculum's expert who was selected from the study for an in-depth interview.

Moreover, though three researchers from Ramkhamhaeng University also studied PA curriculums in Rajabhat Universities, they had different purposes and target groups. *Firstly*, Nilthongkum specifically studied "general dissertations" and "influence factors" towards educational management of PA curriculums in three Rajabhat Universities. *Secondly*, Kongritrajun specifically studied "development" and "comparative" for PA curriculum in the first ranked of five Rajabhat Universities in each Thai region. *The last*, Leelakitpaisarn's dissertation, was specific to PA undergraduate curriculum in 15 public and private higher education institutions. Particularly, his perspectives towards his dissertation covered two dimensions; 1) different foundation characteristic of PA curriculum in each higher education institution, and 2) evolution and development of PA curriculum in each higher education institution.

4.2.2 Paradigms, Theories, Methodologies, and Innovations

Paradigms – three doctoral dissertations about curriculum also studied PA curriculum in Rajabhat Universities. The first is Phranakhon Rajabhat University, which was established with the status “practice school of teachers” since 1892 (122 years ago) in The King Rama V. Then, it was developed as “College of Teachers” in 1966, until it became “Rajabhat Institute” in 1995, and finally “Rajabhat University” since 2004 (nearly 10 years ago).

Therefore, paradigms which appeared in three doctoral dissertations were also new paradigms or paradigm in the present as identified by Henry (2006). Namely, New Public Management (NPM) appeared in all of them. Especially, Leelakitpaisarn’s dissertation, was interested in the development of PA undergraduate curriculums in the nearly 40 years between 1972 and 2009 in the “postmodern” era.

Theories –various theories appeared in three doctoral dissertations depending on matters and objectives in each title. *Firstly*, Nilthongkum’s dissertation, used theories in New Public Management (NPM) paradigm for concepts about management of PA doctoral curriculum in Thailand (Rajabhat Universities only) and Public Sector Management Quality Award (PMQA), Total quality management (TQM), including foreign countries as United States of America, and United Kingdom. *Secondly*, Kongritrajun’s dissertation, is specific to public policies, theories organization and behavioral organization, especially, internal management of five Rajabhat Universities who were representative of each region. For *the last*, Leelakitpaisarn’s dissertation, most theories appeared in his study were also management theories within internal and external environments. Especially, different strategies in postmodern era were used to find the difference of using PA in different characteristics; *faculties, universities, and contexts*.

Methodologies – different titles, different methodologies. *Firstly*, Nilthongkum designed her dissertation by using qualitative research with documentary research and field research, which was specific to “unique case orientation”, and “purposive cases” to study three Rajabhat universities; Suan Dusit, Suan Sunandha, and Walailongkorn. Particularly, in the field research, she used in depth-interviews and non-participant observation, and all data came from forty two stake holders which consisted of PA experts, chief executive organization of the universities, committee of

PA curriculum, lecturers, staffs, students, graduates, and entrepreneurs of graduates. *Secondly*, Kongritrajun's dissertation used qualitative research and documentary research which specifically studied the first ranked of five Rajabhat Universities in each Thai region; Suan Dusit (Bangkok), Thepsatri (Central Thailand), Mahasarakham (Northeastern Thailand), Nakhon Si Thammarat (Southern Thailand), and Uttaradit (Northern Thailand). These universities were selected to be representative in Kongritrajun's dissertation. Then, he interviewed both directors and lecturers of PA curriculum coupled with participant observation of the reality of implementation. Particularly, most of them were analyzed and synthesized by five dimensions or perspectives; 1) a rational decision making process, 2) leadership, 3) instructors, 4) structure and culture of organizations, and 5) survey community needs.

The last, Leelakitpaisarn's dissertation, involved qualitative research and documentary research which was specific to the PA undergraduate program of 15 public and private higher education institutions. Namely, Chulalongkorn University, and Thammasat University were representative from the faculty of Political Science, Chiang Mai University was a representative of the faculty of Political Science and Public Administration, Eastern Asia University was a representative of the faculty of Public Administration, Burapha University was a representative of the faculty of Public Administration and Law, Prince of Songkla University, and Sukhothai Thammathirat Open University were representative of the faculty of Management Sciences, the last representative of five Rajabhat Universities which was similarly the target group of Kongritrajun's dissertation.

Innovations – The study found just only 2% of doctoral dissertations which studied about Thai PA curriculums. Particularly, Nilthongkum's dissertation which studied doctoral degrees while Kongritrajun and Leelakitpaisarn studied undergraduate level. Therefore, this study is specific to Nilthongkum dissertation because it comes under the scope of this study. The way to gain PA curriculum expert's name was by collecting the frequency of referring the PA expert's name in acknowledgements which found that Uthai Laohavichien is the first ranked. Moreover, the internet was used for searching doctoral dissertations as effective as ThaiLis, and social networks to find additional information.

Problems- The study found at least two major problems in three doctoral dissertations. *Firstly*, lack of doctoral dissertations about Thai PA curriculums was found in only 2% and *lastly*, the quality of studying and teaching management. 40 Rajabhat Universities are new universities because in the past they have continue developing from “schools” to “institutes” until they became “universities” in 2004. Regarding, quantity of enrollments, in Nilthongkum’s dissertation it was mentioned that Suan Dusit Rajabhat University has approximately 70 PA doctoral students per a year.

4.3 Discussion

For the results of the study that appeared above, there are some special elements that the researcher will explain in addition, as the study found just only three doctoral dissertations in ThaiLIS which was not enough data and information to make a strong discussion, so the researcher also took PA curriculums from the leading Higher Education Institutions into the discussion following the three objectives; 1) *general contexts of PA curriculums* 2) *Paradigms, Theories, Methodologies, and Innovations* 3) *Problems*.

First of all, regarding general contexts of PA curriculums, there are some interesting issues as mentioned below;

Background of PA curriculum, Public Administration has a long history as Frederickson and Smith (2003, p.1) reviewed the study from Tout (1937), Ellul (1955), and Chrimes (1952) in “The Public Administration Theory Primer” that showed Public Administration appeared in organizations and management since trying to be a civilization of people in the past until the transition to feudal society, nation state, centralization, and centralization respectively. Most histories were details of Public Administration in Europe and America. While, in Asia the empirical evidence was ii “maintained substantially the traditional Chinese system of government and administration” in Song dynasty (A.D. 960-1279) (Frederickson & Smith, 2003, p.1).

Though, Public Administration has a long history as referred to above, in Frederickson and Smith’s perspective, they point out that PA theory is quiet young. This study adapted counting the year number as Frederickson and Smith referred in

2003 that Public Administration is 225 years old, 22 decades, and more than seven generations (Frederickson & Smith, 2003, p.2). Therefore recently (2014) Public Administration is 236 years old, and 23 decades. Then, more than 125 years ago Public Administration emerged in America by Woodrow Wilson the first person who wrote a famous article about Public Administration in the title “The Study of Administration” in 1887, and then in 1888, it was published in “Political Science Quarterly” (Ketsuwan, 2011, p.28). Then, Public Administration tried to differentiate from Political Science during 1900-1926 in the first paradigm of Henry (1975). After that, Public Administration is well known and was contributed to by scholars until recently.

This study found 155 Thai PA doctoral dissertations in seven Higher Education Institutions; Burapha University, Eastern Asia University, National Institute of Development Administration, Ramkhamhaeng University, Suan Dusit Rajabhat University, Surin Rajabhat University, and Ubonrachatani University. Particularly, 65% of Thai PA doctoral dissertations came from Ramkhamhaeng University, and nearly 20% came from National Institute of Development Administration. This empirical evidence reflects their strength in PA doctoral curriculums, and being the leader in Public Administration.

Ramkhamhaeng University was established in 1971 after the leading universities in Political Science and PA as Chulalongkorn University, and Thammasat University which were established in 1917 and 1934 respectively According to both of Chulalongkorn University and Thammasat University they geared up to be the leader of doctor of philosophy in Political Science. Otherwise, Ramkhamhaeng University, and National Institute of Development Administration were specific to doctor of Public Administration in order to construct and develop PA knowledge and skills for doctoral students towards being PA specialists then. These were reflected in the popular stream of specific studying of Thai academics lately, while this stream occurred in academic western society long time ago.

Then, the second objective that was studied; *Paradigms, Theories, Methodologies, Innovations* as follows;

Paradigms, as already mentioned in chapter II, Paradigm is popular for most scholars in several fields since Thomas S. Kuhn who is the first pioneer about

paradigm in "*The Structure of Scientific Revolutions*" (Kuhn, 1962). He gave paradigm's definition that "paradigm relates closely to normal science (p.10), as the constellation of group commitments (p.181), as shared examples (p.187); law, theory, application, instrumentation, models which coherent traditions of scientific research (p.10).

For PA paradigms, Nicholas Henry (2006, pp.26-42) provided six PA paradigms in "*Public Administration's Century in A Quandary*" as mentioned in chapter II. In addition, Guba (1990) sets out four major paradigms employed in social inquiry; *positivism, post-positivism, critical theory, and constructivism*, referred to in Parsons (1995, p.71). However, there were some Thai scholars who divided PA paradigms in different periods between three to six paradigms, as Laohavichiaen (1997, pp.17-38), categorized PA paradigm for three periods specifically before and after occurring world war II, which related to Thai PA paradigms dividing by Yossomsakdi (2005, pp.38-46).

While, Bowornwathana (1998, p.9) identified four periods which were specific to important situations, crisis, and New Public Administration (NPM). Yavaprapas and Whangmahaporn (2012, p.3) also divided Thai PA paradigm into six periods before 1957. Then, National Institute of Development Administration (NIDA) was established. Public Administration was flourishing and blooming since 1988 until recently (approximately 25 years ago) after a new curriculum without official time in Master of Public Administration was set up. Now, most Higher Education Institutions have Public Administration in several curriculums both undergraduate and postgraduate. Moreover, PA paradigms about curriculum appeared in three doctoral dissertations and also are NPM paradigms that related with dividing PA paradigms by Henry (2006, pp.26-42), Yavaprapas and Whangmahaporn (2012, p.3), and Bowornwathana (1998, p.9).

Theories, normally all theories are related with paradigms as appeared in three doctoral dissertations. Especially, theories in New Public Management (NPM) paradigm such as Public Sector Management Quality Award (PMQA), Total quality management (TQM), which was referred to in Nilthongkum's dissertation. Then, Public policies, theories organization and behavioral organization as referred to in Kongritrajun's dissertation. Following this management theories within internal and

external environments were cited in Leelakitpaisarn's dissertation. Particularly, all theories as mentioned were used for explaining management PA curriculums in Rajabhat Universities which is represented in the study.

However, the study's results about using theories in Thai PA doctoral dissertations associated with information as Ketsuwan (2011) referred that all theories used in PA were borrowing from other "Interdisciplinary" sciences and disciplines such as *Political Science*, *Economics*, and *Management Sciences*. Especially, theories in Management Sciences which appeared in three doctoral dissertations also have more influences towards supporting PA curriculum now and then. However, selecting and using PA theories still depends on the *title*, and *matters* of each doctoral dissertation.

Methodologies, as most scholars known, paradigms, theories, and methodologies also match and relate each other. However, among the popular stream of using "Mixed Methods" in research of social sciences, the study found that "qualitative research", "documentary research", and "field research" were used in three doctoral dissertations according to these research methodologies and concerned about contexts of curriculum study. "quantitative research" has disappeared. Particularly, research methodologies still depend on many factors; *titles*, *matters*, *situations and designing* of each doctoral dissertation as similar to using theories. However, if any Ph.D students do not have to concentrate in research methodologies, their advisors normally suggest they take some class attendance in addition but no credits, especially "statistics" and "advanced research".

Innovations, a part of doctoral dissertation in chapter 2 was research by Pratumtip Thongcharoen, who has concluded the definition of "innovation" that "*characteristic of innovation as "new life", closely with "change", new or the introduction of idea, method, product, invention, action, activity, process, new order things. Particularly, innovations have more influence to support construction and development of PA knowledge in the study*". There are some innovations that were found in the results of the study.

Firstly, for Knowledge Based Society (KBS) the present, researcher used “the internet” for searching for information from Higher Education Institutions. In addition, some ideas and knowledge from foreign academic experts and Ph.D students were studied, including using the efficient and effective Database that was called Thai Library Integrated System (ThaiLIS)¹ for searching doctoral dissertations which are important sources for the study. Moreover, it was approximately 10 years ago that “e-governments” started using in a various government organizations such computer programs, and social networks as; *email, Facebook, and line application*. Therefore, the internet can help public organizations, researchers, scholars, and students save time and money to gain and exchange data, information, and knowledge each other.

Secondly, in the past the study found that most databases on the internet had information about opening PA curriculums in undergraduate and master degrees. While, doctoral degrees were not found therefore, the dissertation results by Pratumtip Thongcharoen could also be the “Pioneer Database” of Thai PA doctoral dissertations and curriculums for 30 years which will be of great value for stakeholders such as scholars, students, director of PA curriculums, and various of universities. Especially, in the present which is the blossom era of Thai PA as refereed in “*Thai Public Policy: Emerge, Evolution, and State of Knowledge*” by Yavaprapas and Whangmahaporn (2012, p. 3). *Thirdly*, the study also found the new way for finding Thai PA expert’s name of each subfield by collecting frequency of expert’s name from acknowledgement as similar as “snowball” technique from 155 Thai PA doctoral dissertations, from the past until now, with formal empirical evidence lists to confirm this, so this way will be the “innovation” and “alternative way” to simplify declare PA expert’s name in each subfield after this.

Particularly, the study found that Uthai Laohavichien² is the PA expert about “curriculum”, who was referred to the highest number of times in acknowledgements, and he is the first expert who has an interest to study about PA curriculums both undergraduate and postgraduate of 7 Higher Education Institutions³

¹ ThaiLIS-Thai Library Integrated System, supporting by Office of the Higher Education Commission, coordinated with King Mongkut's University of Technology Thonburi.

² Assoc.Prof.Dr., Director of Doctoral of Public Administration Program, Ramkhamhaeng University.

³ Chulalongkorn University, Thammasat University, Kasetsart University, National Institute of Development Administration (NIDA), Prince of Songkla University, Ramkhamhaeng University, and Sukhothai Thammathirat.

since 1991 (just over 20 years ago), as cited in Ketsuwan(2011, pp.77-95). Then around 2009-2010 Supachai Yavapras⁴ and Piyakorn Whangmahaporn⁵ also were the famous experts who had more interest to study and compare about PA curriculums in different universities in the popular text book “*Thai Public Policy: Emerge, Evolution, and State of Knowledge*”. However, the other PA subfields will know the PA expert’s name after this.

However, there are additional innovations which the researcher found during surveying about Thai PA curriculums apart from three doctoral dissertations following this; ***Different Degree’s names in Different Faculties***, PA is contributed and popular in most Thai universities but different types of institutions and different degrees with names from small status as department to larger as colleges, faculties, and schools. *Firstly*, the department of Political Science and Public Administration, Faculty of Social Science as Kasetsart University, department of Political Science, Faculty of Social Science, Srinakharinwirot University, and Doctor of Program in Public Administration, Faculty of Social Science, Mahachulalongkornrajavidyalaya University . *Secondly*, department of social sciences, Faculty of Social Science and Humanities as Mahidol University which provides Doctor of Public Administration (Public Policy and Public Management). *Thirdly*, College of Local Administration (COLA) as Khon Kaen University who gives Doctor of Public Administration (International curriculum), Management for Development College (U-MDC), Thaksin University which provide Doctor of Philosophy (Political Science). *Fourthly*, Faculty of Political Science such as Chulalongkorn University, Thammasat University, Prince of Songkla University (Pattani Campus), Ramkhamhaeng University, and Sukhothai Thammathirat Open University, provide Doctor of Philosophy in Political Science, including Ubonrachatani University who provide Doctor of Public Administration (Public Administration). Particularly Ramkhamhaeng University will be specific to PA by giving the degree’s name in Doctor of Philosophy (Public Administration) like GSPA, Burapha University, and most private universities who have opened undergraduate PA curriculums in Faculty of Political Science. *Fifthly*, the Faculty of Political Science and Public Administration at Chiang Mai University, is preparing to

⁴ Prof.Dr., Dean of Faculty of Political Science, Chulalongkorn University, and The first President of Public Administration Association of Thailand (PAAT).

⁵ Asst.Prof.Dr., a lecturer of Doctoral of Public Administration Program, Sripatum University.

start 2 curriculums soon, consisting of Doctor of Philosophy (Political Science), and Doctor of Political Science (Politics and Government). *Sixthly*, the Faculty of Humanities and Social Sciences at Khon Kaen University, and most of Rajabhat Universities. *Seventhly*, Faculty of Public Administration at NIDA who provides both Doctor of Public Administration (Thai curriculum), and Doctor of Philosophy in Development Administration (International curriculum). *Eighthly*, Faculty of Management Science such as Prince of Songkla University (Hatyai Campus), and Silapakorn University, give Doctor of Philosophy (Management). *Ninthly*, Faculty of Political Science and Law as Burapha University. *Tenthly*, Graduate School of Public Administration as Burapha University who provides Doctor of Political Science (Strategy and Security), and Doctor of Political Science (Political Economy and Governance), including Doctor of Philosophy (Public Administration).

Furthermore, most Rajabhat Universities have opened PA curriculums both undergraduate and postgraduate (especially master degree) under the Faculty of Humanities and Social Sciences, while most Rajabhat Universities just start opening PA doctoral curriculums such as Valaya Alongkorn Rajabhat University , Phetchabun Rajabhat University , and Thepsatri Rajabhat University . For private universities, the study found that most private universities have established PA curriculums in the Faculty of Political Science, but most of them gear to PA rather than Political Science. ***Degree's types***, Thailand has 2 types of PA doctoral curriculums which are “academic degree” and “research degree”. Namely, most of them are “academic degree” related with doctoral studying in America as referred in “Studying and Teaching Doctoral of Public Administration by Research Degree” (Lawangkul, 2008, p.101). Moreover, the study found that there are different majors in Thai PA curriculums, especially in bachelor degree such as Human Resource Management, Local Government, Public Policy, and Public Finance, with majors in master degree and doctoral degree appeared less than bachelor degrees. Particularly, most Thai universities do not specify majors in doctoral degree, but there are some universities which have majors in doctoral degree such as Public Policy and Public Management, Mahidol University, Development Administration, NIDA. including Strategy and Security, Political Economy and Governance, Graduate School of Public Administration at Burapha University.

Number of Credits, there are a variety of Number of Credits in Thai PA doctoral curriculums between 48-72 credits for 3-5 years. Normally most Thai doctoral curriculums have ≥ 60 credits, while most PA International curriculums are ≥ 48 credits for “research degree” such as NIDA and Khon Kaen University. **Number of students**, the study found that doctoral students per academic year were at least 5 persons, while the maximum maybe more than 20 persons. For example, receiving PA doctoral students of Suan Dusit Rajabhat University around 70 students per a year appeared into Nilthongkum’s dissertation. For this issue, some academics note that it is rather a too large number. However, most universities normally have between 5-15 doctoral students per academic year.

Grades, there are two types of grades. Firstly, six grades for postgraduate both minus and plus composed of A, A-, B+, B, B-, and C, lower B is a failure. In Thai the study found two universities who used this type, namely Thammasat University, and NIDA. While, postgraduates in Malaysia have no credits or grades because they are “research degrees”, except university of Mara which is the only university that provides “academic degrees” which give the grades. Moreover, it is still associated with giving grades at many universities in America as Ms. Watcharee Ruairuen has confirmed. Secondly, four grades for postgraduates which provide plus but no minus composed of A, B+, B, and C, lower B is failed: almost all Thai universities used this type. In addition, in Thai, for providing grade A the possibility to get scores more than 80%, 85%, or more than 90%, depends on lecturers and each subject. At the University of Mara in Malaysia, postgraduate students who will get grade A need to have scores more than 90%. This regulation is rather strict for all subjects, as Mr. Sakkarin Nonthapot and Prof. Dr. Ahmad Atory Hussain said. Compared to grades in doctoral degree where there are students with less than a master degree and bachelor degree, the gap between scores among Ph.D students is rather narrow because they also are the “cream of the cream” who are selected from committee of PA curriculum since they entered. Therefore, in this case, some universities in Thai, such as Thammasat University, and NIDA also have more awareness about providing grades by using six grades system in order to create “equity” and “legitimacy” for their Ph.D students.

Articles, which are the “magnum opus” or “master piece” of a part of doctoral dissertations. Most Ph.D students need to write articles to publish in the standard and high quality journals as identified by Social Science Citation Index (SSCI) and Scopus which have peer reviews who check and investigate general components and matters of each article before publishing then. In Thai, the study found that there are different styles of each university. For example, in Graduate Studies, Mahidol University, all Ph.D students need to provide 1-2 articles for publishing in the Journal as mentioned above It depends on the initiative of Ph.D students and their advisors. *Languages*, in Thai there are 2 types of use of languages. Almost all Thai curriculums provide Thai language for major studying, teaching, and writing dissertations, except the Faculty of Social Science, Mahidol University who has opened a Doctor of Public Administration (Public Policy and Public Management) in Thai curriculum since 2010. However actually for studying, teaching, and writing dissertations they also use English Language, which depends on regulars of Graduate Studies, Mahidol University who have expectations that doctoral students of all curriculums that can move on to the International academic forums after finishing. Then, English language is used for PA International Curriculum which in Thai appeared in Faculty of Public Administration, NIDA which provides Doctor of Philosophy in Development Administration (International curriculum), and The College of Local Administration (COLA), Khon Kaen University. These demonstrate some advantages for using English Language, because Ph.D students can discuss and share some ideas together with other scholars in the International forums and conferences.

Office Hours, most Thai universities also provide academic services through 7 days of the week, while academic services of some countries such as Malaysia and others are closed on weekends. This issue reflected that they have more awareness about welfare for staffs in order to give a relaxing time for them to charge their energy and live with their families. While, in Thai, “Capitalism” where the “customer” is the first, rather has more and more influence towards most organizations, not excepting in academic institutions, which is related to the blossoming of NPM paradigm in this era.

Associations, “American Society for Public Administration (ASPA)” emerged in 1930 (over 80 years ago), then in 1970 “National Association of Schools of Public Administration” (NASPAA) was established in the United State of America (over 40 years ago), which was composed of colleges and universities in America who have opened majors in Public Administration to demonstrate simplifying of dichotomy between PA and Political Science. In addition, NASPAA also has a major role to control standards of studying and teaching in Master degrees to produce PA students that are “specialist” and “professional” as cited in Ketsuwan (2011, p. 292 and 43).

In Thai, academic conferences in Political Science and Public Administration of Thailand were set up in every year since 2000 (just over 10 years ago), with a budget supported by National Research Council of Thailand (NRCT) coordinated with faculties of Political Science in different Thailand regions and others who have interests concerning the conferences. Then, Thailand just had “Public Administration Association of Thailand (PAAT)” established in 2011, which has Prof.Dr.Supachai Yavaprapas as the first and the recently president of PAAT. Therefore, the data reflected that PA Association was quiet young and not strong. Then, a challenging question to ask stakeholders is “How should we make PA association be stronger?”, in order to set up central standards of PA curriculums of ASEAN together.

Besides associations, “School of Thoughts” are similar as “Think Tanks” which are both subjective and objective of Sciences. They have a duty to support a body of knowledge, facts or truths, and guiding suitable ways for stakeholders by describing, explaining and predicting events, situations, and phenomena in various societies and the world as appeared in the article “The Thai School of Thoughts: A Primarily Evaluations and The case of The Political Economy School on the Community’s History and Culture” by Chokchai Suttawet (2001, p.34). his article showed that in 2001 there were approximately 20 School of Thoughts in Thailand, most of them also are concerned with Politics and Governments such as “Thai Law”, “Power of the land (Pa-Lung-Pan-Din)” by King Bhumibol, “Moral and Political Science” by Pridi Banomyong, “Evolution of Thai Labor Relations” by Chokchai Suttawet, “Local Historianism” by Nidhi Eoseewong, “Political Economy”

Regarding the last objective, **Problems**, the study is specific to problems about doctoral curriculum only that found two major problems; *firstly*, lack of students and scholars who are interested in PA curriculums. From data surveying about PA curriculums in a doctoral dissertation by Pratumtip Thongcharoen, the study found just only 3 titles or 2% from 155 titles of Thai doctoral dissertations between 2005-2012, which were in 2007, 2009 and 2010. Therefore, these empirical evidences reflect that Ph.D students who are interested to study about PA curriculums are too few. *Secondly*, quality and quantity of Ph.D. students, namely in Thai around 10 years ago, more and more Higher Education Institutions established PA doctoral programs not only public universities, but also autonomous universities, and private universities, which came from popular stream of studying PA curriculums both undergraduate and postgraduate as master degree in the PA blossom era as cited in Yavaprapas and Whangmahaporn (2012, p.3).

Especially, Rajabhat Universities which are new universities because in the past they have continue developing from “schools” to “institutes” until they became “universities” in 2004. Otherwise, old universities such as seven leader universities in social sciences started being “university”. As Bowornwathana (2008, pp.84-85) gave the following 7 suggestions to construct International Thai PA scholars

- 1) *They should write academic and research articles to publish in the International Journals*
- 2) *They should participate with academic activities in the foreign countries*
- 3) *They need to have enough knowledge and capacity for being the special lecturers in the foreign famous universities*
- 4) *They should pay more attention to follow and catch up with progress in academic work*
- 5) *They should make academic tasks under supporting conditions to the Internationals of their universities*
- 6) *They should control quality of producing doctoral students by Thai universities, and*
- 7) *They should understand the difference between academic world and implementation world.*

For this case, most Thai scholars are rather anxious about quality of studying and teaching in them, as it will affect to demand and supply of Ph.D scholars, and Human Resources Management (HRM) in the long term. What is to happen if there are lots of Ph.D scholars but most of them don't have enough quality, and lack of body of knowledge? Of course, stakeholders such as Thai Higher Education Institutions, and committee of doctoral programs are the important keys to control and

balance both “quality and quantity” and “demand and supply” of Ph.D students before they will be released into labor markets.

4.4 Conclusion and Suggestions

As Dr.Chokchai Suttawet suggested PA curriculums cover all PA subfields and matters related with the researcher opinion which looks at PA curriculums as the large basket for containing them. However, it's seem to be that only three doctoral dissertations being found in the study is not enough to concentrate discussion and synthesis, according to the matters that were found also in the Thai PA curriculum of Rajabhat Universities. Therefore in order to complete the results of this chapter the researcher also found information from other Higher Education Institutions who have opened PA curriculum such as the seven leading universities in Social Sciences that were mentioned by Laohavichien, including private universities.

Though, PA came to Thailand more than 100 years ago since King Rama IV era by establishing Chulalongkorn University, Thammasat University, and NIDA respectively overall the PA doctoral curriculum is still young. Especially, emerging is NIDA with support from the United State of America who is the PA father. Therefore, NIDA and Ramkhamhaeng University are the leading Higher Education Institutions who are strong in Thai doctoral PA curriculum, with both Chulalongkorn University and Thammasat University specific to a doctoral curriculum in Political Science. Namely, NIDA has opening PA both Thai and International curriculums in graduate studies, while Ramkhamhaeng University has only opened Thai PA curriculum for both undergraduate and graduate studies.

Thai PA curriculums are continuing to be developed by various Higher Education Institutions in different departments, schools, and faculties. Yavaprapas and Whangmahaporn (2012, p.3) have divided six Thai PA paradigms since establishing NIDA (1957-1967) until the blossoming era of Thai PA with opening of master degrees needing both office time and after office hours. Lately, PA in Thailand is still popular for lots of prospects in different careers. Particularly, not only Higher Education Institutions but also Thai PA Association (PAAT), school of thoughts and think tanks also have influence for integrating Thai PA contexts together in order to

develop the body of knowledge, including studying and teaching management with “efficiency” and “effectiveness” within NPM paradigm and theories in Knowledge Based Society (KBS). Of course, among “without boundaries” of different countries and regions as ASEAN, ASIA, Europe and America in the globalization, they cannot reject academic cooperation with each other as Bowornwathana (2008, pp.84-85) gave 7 suggestions to construct Thai PA scholars to international forums. Especially, the ASEAN community which emerged more than 45 years ago and they will open a window of opportunities in 2015 with the ASEAN slogan “*One Vision, One Identity, One Community*”

CHAPTER V

RESULTS-PUBLIC BUDGETING

In chapter IV the study mentioned the results of studying about Thai PA curriculum, especially doctoral degrees. For this chapter, it starts with “Public Budgeting” which is one of the five major PA subfields identified by Shafritz and Hyde (2007); 1) Public budgeting 2) Ethics in public administration 3) Human resource management 4) Policy analysis, and 5) Organizational Theory in Public Administration. There follows some interesting information about Public budgeting which was found in 8 titles from the total of 155 doctoral dissertations.

5.1 Surveying data in Public Budgeting

In order to answer research questions that follow objective I (to study overview of Public budgeting from Thai doctoral dissertations in Public Administration between 2005 and 2012), objective II (theories, methodologies, and innovations) and objective III (problems). Then, the results of the study was investigated and reviewed by the popular PA Public budgeting experts. The researcher will analyze, synthesize and discuss the results of five PA subfields and PA curriculum as the PA holistic research in the final chapter.

Table 5.1 Surveying data in Public Budgeting

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
1	ศิวิทธิ์ จันทร์เพชร Suwit Chanpetch	2008	การบริหารรายได้ของเทศบาล Municipal Revenue Administration	Burapha University	5	3	1)Akom Chaikew 2)Charlee Trichan 3)Damrongsak Junthothai 4)Poonsak Ngermuen 5)Anu Jaremvongrayab 6)Kowit Krachang
2	อรอนงค์ ประสงค์ On-Anong Prasungsit	2007	การบริหารการจัดเก็บภาษีอากร : ศึกษากรณี กลุ่มภารกิจด้านรายได้ กระทรวงการคลัง Tax Administration: The Revenue Cluster at the Ministry of Finance	Ramkhamhaeng University	5	3	3 Executive Managers of The Revenue Department, The Customs Department, and The Excise Department
3	รัชนิภา สายอุบล Ratchanipa Sai-Ubon	2009	กระบวนการงบประมาณของรัฐสภาไทย The Thai Parliamentary Budget Process	Ramkhamhaeng University	5	3	1)Bidhya Bowonwathana 2)Suwannee Sangmahachai 3)Chai-Anan Samudavanija

Table 5.1 Surveying data in Public Budgeting (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
4	อานันท์ตา อินทปันตี Anantita Intapantee	2007	การประเมินประสิทธิผลในการนำระบบงบประมาณแบบมุ่งเน้นผลงาน ตามยุทธศาสตร์มาใช้ในกระทรวงการคลัง The Evaluation on the Effectiveness of Strategic Performance Based Budgeting Systems in the Ministry of Finance	Ramkhamhaeng University	6	3	1)Tawin Nilbai 2) Ponlapat Buracom
5	วราพงษ์ ตระการศิริรินทร์ Worrapong Trakarnsirinont	2010	ปัจจัยที่มีผลต่อรายจ่ายสาธารณะด้านสังคมและผลต่อการกระจายรายได้ของไทย Factors affecting social expenditure and impact on income distribution	National Institute of Development Administration	7	1	Uthai Laohavichien.
6	พรทิพย์ กาญจนานนท์ Porntip Kanjananont	2010	โครงสร้างรายได้ รายจ่ายและปัจจัยที่มีอิทธิพลต่อการจัดสรรงบประมาณของเทศบาล Revenue structure, expenditure structure, and factors affecting municipal budget allocation	National Institute of Development Administration	5	1	Boontun Doktaisoeng

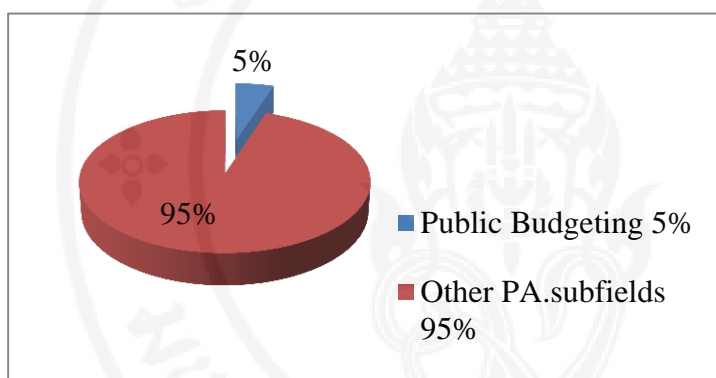
Table 5.1 Surveying data in Public Budgeting (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
7	อรุณวุฒิ เลาทกัตติ Attawooth Laohapakdee	2008	การจัดโครงสร้างเงินทุนภายใต้กรอบนโยบาย การเงินของบริษัทจดทะเบียนในตลาด หลักทรัพย์แห่งประเทศไทย The capital structure management under monetary policy framework of the listed companies in stock exchange of Thailand	National Institute of Development Administration	8	1	Direk Patmasirivat
8	ศุภวรรณ สมใจ Darunwan Somjai	2009	วิเคราะห์นโยบายงบประมาณรายจ่าย สาธารณสุขและการกระจายตามพื้นที่จังหวัด ในประเทศไทย Public budgeting analysis with special reference to the provincial distribution in Thailand	National Institute of Development Administration	7	1	Sakon warunyuwattana

5.2 The results of the study

5.2.1 Overview of Public Budgeting

As shown in Table 5.1 surveying data in Public budgeting, consisted of eight elements; 1) number of doctoral dissertations about public budgeting 2) researchers' name 3) year of publication and distribution 4) English title 5) name of Higher Education Institution 6) number of chapters 7) number of advisors, and 8) Expert's name referred to in acknowledgements. These elements supported answering the first objective I as follows.



Regarding the first element, the study found 8 doctoral dissertations which were just over 5 % of Thai PA doctoral dissertations between 2005-2012 as shown in Figure 5.1.

Figure 5.1 Proportion of Public budgeting compared to other PA subfields

From searching in Thai Library Integrated System (ThaiLIS), there are 8 doctoral dissertations concerned about public budgeting from three Higher Education Institutions. Namely, 4 titles from National Institute of Development Administration, 3 titles from Ramkhamhaeng University, and just 1 title from Burapha University as was shown in the table 5.1 above. *The second element*, researchers' name, can point to the proportion of each sex, and the study found that there were 5 female researchers, a proportion of just over 60%, and 3 male researchers ,a proportion of nearly 40%. Then, *the third element* was the year of publication and distribution which found there were two doctoral dissertations about “public budgeting” in each of the years 2007, 2008, 2009, and 2010.

The fourth element was the English title. The study found various interesting words including; *revenue, income distribution, expenditure, capital*

structure, budget process, stock exchange, monetary policy framework, public budgeting analysis, and Performance Based Budgeting Systems. For the fifth element, the name of Higher Education Institution, the study found that doctoral dissertations about public budgeting came from 3 Higher Education Institutions; Burapha University, Ramkhamhaeng University, and National Institute of Development Administration. For the sixth element, number of chapters, the study found from 5 to 8 chapters in 8 doctoral dissertations. Regarding the seventh element, number of advisors, the study found more than one advisor or contributor from doctoral dissertation of Ramkhamhaeng University, and Burapha University but only one advisor from doctoral dissertations of NIDA.

For, the last element, expert's name, as referred to in the chapter III (Research Methodology) the study found 15 individual experts, and 3 experts from public organizations which were concerned with this subfield and which were referred to in the acknowledgements of public budgeting' doctoral dissertations; 1) *Akom Chaikeaw* 2) *Charlee Trichan* 3) *Damrongsak Junthothai* 4) *Poonsak Ngermuen* 5) *Anu Jarernvongrayab* 6) *Kowit Krachang* 7) *Bidhya Bowonwathana* 8) *Suwannee Sangmahachai* 9) *Chai-Anan Samudavanija* 10) *Tawin Nilbai* 11) *Ponlapat Buracom* 12) *Uthai Laohavichien* 13) *Boontun Doktaisong* 14) *Direk Patmasiriwat* 15) *Sakon warunyuwattana*, and, including 3 Executive Managers of The Revenue Department, The Customs Department, and The Excise Department.

However, the researcher found a new way to gain the public budgeting expert by searching academic documents such as books, research, and articles of the list named above together with articles outside the list. Finally, *Assoc.Prof.Nonglak Suthiwattanaphan* was selected from the study for an in-depth interview by purposive sampling.

5.2.2 Paradigms, Theories, Methodologies, and Innovations

Paradigms – Chanpetch's dissertation focused on 5 paradigms; *leadership, planning, HRM, controlling, and implementation results.* Then, Prasungsit's dissertation focused on NPM, governance, effectiveness, evaluation, and taxation. Meanwhile, Intapantee's dissertation also focused on NPM paradigm especially "effectiveness". Next, Sai-Ubon's dissertation also focused on the budget process and

budget cycle. Trakarnsirinont's dissertation focused on social policy, social expenditure, and social equity for three decades. Kanjananont's dissertation focused on the paradigm of decision making of revenue structure and expenditure structure from fiscal years 2005 to 2008 which is the present or postmodern paradigm. Next, Laohapakdee's dissertation focused on capital structure, and financial management, particularly empirical evidences in modern era between 1992-2007. The last, Somjai's dissertation was focused on public health budgeting for 25 years from B.E. 2525 to B.E. 2549 under The National Economic and Social Development Plan, from volume 5-9.

Theories – Chanpetch's dissertation focused on leadership which has five elements; vision, characteristic leaders, supporting team, planning, Human Resource Management (HRM), controlling, Information System (IS), Managerial Capability, and implementation results (output and outcome). Then, Prasungsit's dissertation focused on different concepts and theories; evaluation of job performance, organization effectiveness, evaluation research, service quality and productivity, taxation in Thailand and foreign countries (The United State of America, Taiwan, Singapore, Australia, Japan), including New Public Management (NPM) such as "Governance". Theories in budget process and budget cycle; budget preparation, budget approval, budget execution, budget control and budget evaluation, especially, policy formulation, including powerful groups; politicians, street level bureaucracy, interest groups, and civil society were found in Sai-Ubon's dissertation.

Intapantee's dissertation focused on effectiveness (output-based management, and outcomes and performance measurement), Strategic Performance Based Budgeting (SPBB), Results-Based Management (RBM), and planning budget allotments. Trakarnsirinont's dissertation focused on various theories which related to social policy, social expenditure, and social equity (education, public health, and social welfare), including GDP, the Gini coefficient (also known as the Gini index or Gini ratio), and other statistics; Multicollinearity, Regression Standardized Residual, and Regression Standardized Predicted Value, Breusch-Pagan Test with Null Hypothesis in order to combine between socio and economic becoming "socioeconomic". Next, Kanjananont's dissertation focused on revenue structure, expenditure structure (especially incremental model of public sector spending), and

factors affecting budget allocation of municipality in 6 categories overall *expenditure, administrative expenditure, education expenditure, health expenditure, housing expenditure, and infrastructure expenditure.*

Laohapakdee's dissertation focused on capital structure consisting of The Cost of Capital, Trade-Off theory, The Pecking Order Theory, Agency Cost and Signaling Effects, and Determinants of the Capital Structure. Moreover, monetary policy framework, and financial management (debt financing, equity financing, and other financial instruments) also were contained in his doctoral dissertation. The last, Somjai's dissertation focused on economic-demographic theory for explaining the growth of public health expenditure, then incrementalist theory was used for explaining some main points. Furthermore, many factors; economic factor, incremental decision factors, extractive capability of government and one-year lagged public health expenditure were used for explaining the expenditure at national level, while, economic factors, social and health resource factor also were used for explaining this at province level.

Methodologies – Chanpetch's dissertation used "quantitative research" with 6 assumptions for finding relations between different components as mentioned in the theories above by collecting data and information from 754 samples (2,346 population). After that, a variety of statistics were used for analysis; *Canonical correlation analysis, Standardized canonical coefficient, Redundancy index, Variance extracted, Eigenvalue, and Wilks's Lamda* were used in the final step. Prasungsit's dissertation used "documentary research" and "survey research" with structured questionnaires for finding data and information. Non-experimental design, cross sectional study, and in-depth interviews were used for her research design. After that various statistics; F-test, multiple regression, Stepwise, and Correlation were used for analysis together with "analytic descriptive".

Sai-Ubon's dissertation used qualitative research, documentary research (both primary and secondary data), and field research. Moreover, In-depth Interviews, Intensive Interviews, together with participant observation, and participant-as-observer were methods for collecting data. After that, "Triangulation" was used to make sure that data, processes, and methods also have "validity" and "reliability" in order to go to the last step which was analysis by content analysis, and descriptive analysis.

Intapantee's dissertation used qualitative research by studying documents and interviewing administrators and related personnel of the budget department with The Performance Assessment Rating Tool (PART). Trakarnsirinont's dissertation used quantitative research with secondary data, and times series data from different public budgeting organizations; National Statistical Office, Office of the National Economic and Social Development Board, The Bank of Thailand, Secretariat of The House of Representatives, The Secretariat of the Cabinet, and World Bank electronic database. Then, White Heteroskedasticity Test, and "Multiple Regression Analysis" with "least square method" were used in the final step. Kanjananont's dissertation used mixed methods between quantitative research and qualitative research with quantitative research outweighing qualitative research. Namely, Non-Experimental Research with Panel Data or Pooled Time Series–Cross Section Analysis, Least-Square-Dummy Variable (LSDV) with Random Effect, and Omitted Variables, including STATA Version 10 also were used in quantitative research by sending questionnaires to 506 samples consisted of 10 Nakorn municipalities, 48 Muang municipalities, and 448 Tambon municipalities (from 1156 population). While, in-depth interviewing was used for interviewing mayor of municipalities, and descriptive analysis was used for qualitative research.

Laohapakdee's dissertation focused on Non-Experimental Research, by using mixed methods between Descriptive Research and Quantitative Research. Descriptive Statistics, Bivariate Statistics, Coefficient of Correlation, Time Dummies Coefficient, Univariate Analysis of Variance, Multiple Regression Analysis, Robust Regression, and Hierarchical Multiple Regression Analysis also were important statistics which appeared in this dissertation.

Particularly, 163 non-finance companies (samplings) were selected from 472 companies (population) both internal groups; Agency Cost, Bankruptcy Cost, Tax Shield Benefits, and external groups in Stock Exchange of Thailand were units of analysis, which were divided into two variable types; Dummy Variables and Omitted Variables. Somjai's dissertation used quantitative research focused on a positive approach, secondary data, and time series. Moreover, Somjai pointed to a study on provincial distribution under the Ministry of Public Health where the units of analysis were analysis.

Innovations – There are some innovations found in this chapter. *Firstly*, matter innovation, the study found no one interested in studying “Public Debt”. *Secondly*, some “school of thoughts” appeared in 8 doctoral dissertations; *Bureau of The Budget, The Revenue Department, The Customs Department, The Excise Department, Faculty of Chulalongkorn Business School, The Stock Exchange of Thailand, Ministry of Finance, National Statistical Office, Office of the National Economic and Social Development Board, The Bank of Thailand, Secretariat of The House of Representatives, The Secretariat of the Cabinet, and World Bank electronic database. Thirdly*, the study found a relationship between Public Budgeting with Economics and Management. *Fourthly*, no PA expert had the highest frequency in acknowledgement, therefore the researcher also selected two Public Budgeting experts from other sources as referred to in each chapter, and academic products spread on the Internet.

Problems- there are at least two problems which are 1) it was so difficult to gain deep data and information from Finance Department in the public organizations 2) lack of researchers who are interested to study “Public Debt” as already referred to in the Innovation issue above.

5.3 Discussion

For the results of the study that appear above, there are some additional special elements that the researcher will explain in this discussion section , as the study found eight doctoral dissertations in ThaiLIS, following the three objectives; *1) Definition and general contexts of Public budgeting 2) Paradigms, Theories, Methodologies, and Innovations 3) Problems.*

First of all, regarding general contexts of public budgeting, there are some interesting issues as mentioned below;

Definition and general contexts of Public budgeting, Public budgeting or Public Finance is concerned about financing of governments (Thammano, 2005, p.1), as defined by Ketsuwan (2011, p.165) who stated that government, province, and local governments have authority to use budgeting to support their activities such as

revenues, government expenditures, and public debts, and these are called “public finance”. If looking at the subject perspective which is “the subject which is concerned about activities of expenditures, revenue, and public debts, including using fiscal policy”, all of them were called “Economic Activities” by Thammano (2005, p.1). Particularly, Public budgeting as a subject is related with 4 subjects; *law, ethic, history, and psychology* (Thammano, 2005, p.11). Unfortunately, Adam Smith, father of economics wrote only 3 chapters about Public budgeting in the volume 4 of “The Wealth of Nations” (Thammano, 2005, p.7). Particularly, there are two differences between Personal Finance and Public Finance, namely Personal Finance aims to maximize utility and maximize profit, while Public Finance aims to optimize social benefit and optimize welfare. Moreover, for Personal Finance people will find the revenue before managing their activities, whereas for Public Finance governments will look at expenditures by setting up various projects before finding revenue (Thammano, 2005, p.2).

However, Ketsuwan (2011, p.165) also stated that all activities of Public budgeting or Public Finance also raise three serious questions; 1) Where does the money come from? 2) What’s the objective of expenditures, and 3) What is management and responsibility with Public budgeting?. Major elements of Public budgeting are taxation and tax policy, debt management, accounting and auditing, reserve board. Ketsuwan (2011, p.166) has further explained that Public budgeting is concerned with Public Administration from three aspects; *budgeting, accounting, and auditing*.

In addition, Richardson and Baldwin (1976, pp.289-290) wrote about three large aspects of Public Budgeting; 1) administrators need to prepare budgeting by passing law processes, and then expenditures follow that, 2) administrators need to have accountability towards accounting in order to demonstrate what are expenditures, and lastly administrators need to be interested in the results of investigating with outside organizations. In addition, Richardson and Baldwin (1976, p.290) as cited in Ketsuwan (2011, pp.167-168) also mentioned five major roles of Public budgeting which are 1) basic planning document 2) decision instrument 3) value indicator 4) statement of economic policy and 5) direction of government plans. These roles are related with economic and financial as Hughes (2003, pp.166-169) has cited.

Regarding the economic side, governments have set up three “economic policies” which are allocation policy, distribution policy, and stabilization policy. On the other hand, Ketsuwan (2011, p.168) also stated that Keynesian economics is specific to *full employment, price stability, and balance of payments*. Ketsuwan also considers seriously about *balance, deficit, and surplus* for economic stability. After 1970s Keynesian economics declined, and was replaced with neoclassicism, including paying increased attention to balancing of the economy.

Ketsuwan (2011, p.168) stated that financial side of private accounting involved 2 authorities; 1) evaluate and estimate revenues and expenditures of governments 2) investigating and controlling by National Legislative Assembly. Furthermore, he also mentioned four budgeting processes which are *formulation, authorization, execution, and appraisal* (specifics to *objective and strategic, performance measures, flexible execution, and reporting*).

However, Guthrie, Olson, and Humphrey as cited by Hughes (2003, p. 172) categorized 9 types of Public budgeting reforming; 1) financial processing 2) financial management information system 3) new financial regulation 4) professionally set accounting standards 5) commercially minded asset management systems which are contracting out, internal charges, and recognition of depreciation 6) accrual-based accounting information 7) development of a performance measurement approach 8) budgetary process 9) internal and external audit which are efficiency, value for money, and effectiveness. For this case, Hughes (2003, pp.172-176) set a new group of Public budgeting reforming which are *budgeting reforms, accounting reforms, devolution of budgets, and contracting out*.

The second objective that was studied; *Paradigms, Theories, Methodologies, Innovations* is discussed as follows;

Paradigms, regarding history as a paradigm perspective of Public budgeting, Thammano (2005, p.3) stated that Public budgeting emerged as long as emerging socials and states since people have related activities with each other, (Thammano, 2005, pp.1-3), especially, social changes from Barter Economy to Money Economy. The study found that the academic subject is quiet young, since approximately 250 years ago, and which he divided into 4 periods. Firstly, before 1930s which was Mercantilism. *Secondly*, 1930s-1940s was the golden age of Public

budgeting which has a major text book “The General Theory of Employment and Interest and Money” by J.M. Keynes, who started to use Macro Economic for explain Public budgeting of governments. Moreover, Thammano (2005, p.5) also stated that Alvin Hansen wrote Business Cycle and Fiscal Policy in order to fight the economic crisis at that time. Then, Great Britain produced the white paper with the title “Employment Policy” in 1944, after that The United State of America passed the Employment Act in order to fight inflation in 1946. *Thirdly*, 1950s, Richard Musgrave wrote “*The Theory of Public Finance*” in 1959 which has two influential aspects which are 1) taking economic analysis to use in the Public budgeting increased, 2) increasing use of general economic for explaining in Public budgeting as cited by Ketsuwan (2011, p.169).

Mikesell (1995) as referred to by Ketsuwan (2011, pp.169-170) has categorized three types of budgeting; line items, performance, and programs. Particularly, line items or traditional budgeting which is specific to input budgeting (Ketsuwan, 2011, p.174). After that, there is reforming Public budgeting which focuses on outputs and performance until it becomes “New Performance Budgeting” which is a hybrid budgeting between performance budgeting and program budgeting. Particularly, there are four important characteristics of New Performance Budgeting which Mikesell (1995, p.187) explaining for increasing general economic activity. Lastly he constructed General Theory of Public budgeting for explaining taxations, expenditures, and public debts in order to encourage 3 major authorities (allocation, distribution, and stabilization) as the “Optimum Mix”. After that, economists added “Growth Function” in addition. *The last*, 1960s-1970s, scholars increase focus on expenditures by using economics to explain decision making of governments in order to give the highest citizen satisfaction for respecting democracy. The recent, text books on Public budgeting focus on evolution since 1930s not only General Theory of Public budgeting but also decision making of Public budgeting, including Micro and Macro Economics.

In Thai, Thammano (2005, pp.8-11) stated there were 3 periods regarding Public budgeting. *Sukhothai Kingdom* (1238–1438) where revenue came from 2 sources; tribute or memorial, and Public Enterprises and expenditures were for digging channels and constructing roads. Then, *Ayutthaya Kingdom* (1351-1767), especially in

the King Boromatriloakanart era, which set up “Jatusadom” or four ministries of the ancient government; *Interior Royal, Household, Finance, Agriculture*, especially, Finance or “Kosatipbadee” which had four major authorities which consisted of keeping and preserving money and property of kingdom, public enterprises, taxations, and other revenue as severance tax and profit from trades. Expenditures were preparing for war and rewards for government officers which generally gave lands as “dignity”. After that, there is no data about the Thonburi Kingdom (1768–1782).

The last, Rattanakosin Kingdom (1782 till recently), started with King Rama I (Buddha Yodfa Chulaloke) who tried to find revenues from a types of tax, followed by King Rama III (Nang Klao) who changed ways for keeping taxes to use lots of money for wars. After that, King Rama V (Phra Chula Chomklao Chaoyuhua or King Chulalongkorn) who had more influence towards Public budgeting till nowadays as referred to by Thammano (2005, pp.10-11). *Firstly*, emerging departments and ministries, including Ministry of Finance which has many departments such as Comptroller General's Department, The Treasury department, The Revenue Department, Excise Department, and Customs Department. *Secondly*, canceling concessions because of occurring corruptions and unfairness with their citizens, and then replaced with several taxes. *Thirdly*, there was set up annual accounting of incomes and expenditures of the kingdom. *Fourthly*, set up sending lots of money to arrive in Bangkok. *Fifthly*, set up commercial banks such as Siam Commercial Bank, Limited which is the first commercial bank. *Sixthly*, there was started public debts from foreign countries. *Then lastly*, set up Budget Process Act. Recently, some situations such as the economic crisis in 1997 and populist policies since 2001 till recently also stimulated most people to become more interested in Public budgeting and economics (Thammano, 2005, p.6).

Therefore, when reviewing related literature about paradigms of Public budgeting as mentioned above with data and information which appeared in 8 doctoral dissertations the study concluded that most doctoral dissertations also in modern era, particularly, focused in empirical evidences and were especially concerned with Management Sciences in New Public Management (NPM) paradigm.

Regarding *Theories*, normally theories were also related with paradigms as following the ontology perspective and normal science, including being associated with matters of each titles; *leadership, efficiency, effectiveness* (Strategic Performance Based Budgeting (SPBB), Results-Based Management (RBM), and planning budget allotments), *governance, budget process and budget cycle, economic-demographic theory, capital structure* (The Cost of Capital, Trade-Off theory, The Pecking Order Theory). The various theories which appeared in doctoral dissertation about Public budgeting are also closely related with the subject economics such as GDP, and The Gini coefficient. Moreover, they are also related with social policy, social expenditure, and social equity (education, public health, and social welfare), which are called “socioeconomic”.

Methodologies depends on the design of the research, with the use of “quantitative research” found in doctoral dissertations in Public budgeting equally as “non-experimental research”, while “qualitative research” was found less than “non-experimental research”. Namely, there were 3 titles or 37.5% of doctoral dissertations, namely Somjai (2009), Trakarnsirinont (2010), and Chanpetch (2008), using quantitative research with an equal number using experimental research, Laohapakdee (2008), Kanjananont (2010), and Prasungsit (2007). Qualitative research methods were found in 2 titles or 25% of doctoral dissertations, namely Intapante (2007), and Sai-Ubon (2009). However, both “quantitative research”, “non-experimental research” and “qualitative research” were also used together with “documentary research” and “survey research”.

Particularly, mixed methods and cross sectional studies, including Triangulation were used in all doctoral dissertations in Public Budgeting. In addition, the study found that important instruments of “quantitative research” are different statistics; Descriptive Statistics, Bivariate Statistics, F-test, Coefficient of Correlation, Time Dummies Coefficient, Multiple Regression Analysis, Robust Regression, Hierarchical Multiple Regression Analysis, Canonical Correlation Analysis, Univariate Analysis, Stepwise, Redundancy index, Variance extracted, Eigenvalue, and Wilks’s Lamda and were used for analysis together with “analytic descriptive”.

In-depth Interview, Intensive Interview, participant observation, participant-as-observer, and The Performance Assessment Rating Tool (PART) were also major approaches of “qualitative research”. Furthermore, Panel Data or Pooled Time Series–Cross Section Analysis, Least-Square-Dummy Variable (LSDV) with Random Effect, and Omitted Variables, including STATA Version 10 also were found in Non-Experimental Research. Public budgeting contexts were rather closer to economics than other subjects as mentioned above.

Innovations, a part of doctoral dissertation in chapter II already mentioned a definition of Innovation. For the matter of innovation the study found that no one was interested to study “Public Debt” despite it being the major part of Public budgeting. The researcher thinks that may come from it being so difficult to gain deep data and information from Finance Departments in the public organizations, as the nature of budgeting is top secret for all organizations and individuals related with “ontology perspective”, and normal science as cited by Khun (1970) following the “school of thought” about the relationship between Public Budgeting with Economics and Management unfortunately no popular expert was found from the 8 doctoral dissertations so the researcher also found a new way from referring on the Internet and academic results of experts to replace the way selected originally.

Problems- there were many problems in Public budgeting as stated by Thammano (2005, pp.7-8). *Firstly*, the problem of resources allocation between private sectors and public sectors. *Secondly*, government expenditures also collide with production, employment, and pricing. *Thirdly*, decision making towards government expenditures usually has more influence towards occurring inflation, purchasing power parity (PPP) of people, economic deadlock, and unemployment. *Fourthly*, keeping increasing revenues of governments will increase the burden on people to pay higher and higher taxes, which will then reduce the purchasing power parity of people and economic welfare, which may affect people’s investments and savings. *Fifthly*, following the increase in government expenditures in every year, and insufficient revenues to support this, governments therefore also select to create public debts in order to replace a deficit which is a large burden in the future for the next government and people.

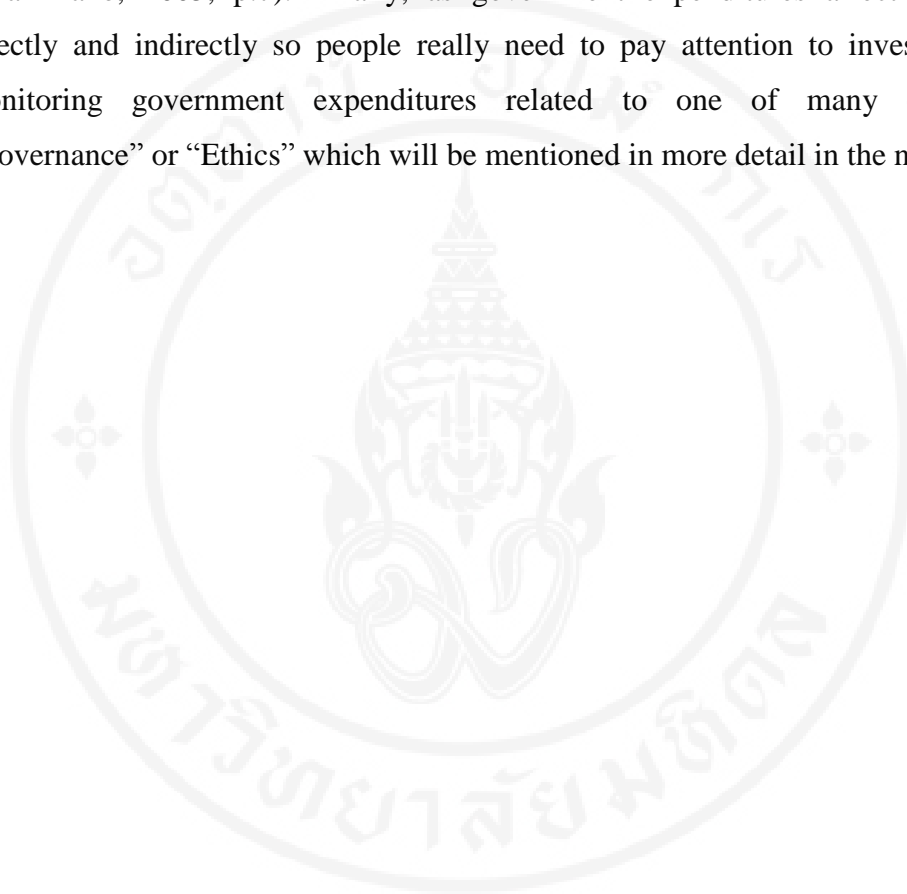
Sixthly, economic stability still is a serious problem which is increasing all the time. *Seventhly*, Economic Justice which is the urgent problem, as Thammano (2005, p.8) stated that in 2004 10 million Thai people were living in poverty. *Eighthly*, Mahathanakit Finance and Securities stated that there was less mention about evolution of Public budgeting (Thammano, 2005, p.11). *Ninthly*, though in the part Prof. Dr. Puey Ungphakorn who was interested about the evolution of Public budgeting but he understands the limitation that Public budgeting is just only a sub-subject of economics, therefore the lack of research about Public budgeting is a serious problem.

5.4 Conclusion and Suggestions

Ketsuwan (2011, p.184) concluded that Public budgeting is about income and expenditure of governments. Particularly, an important part of Public budgeting is the annual government statement of expenditure which may have an affect not only economically but also socially, and politically. Moreover, text books in Public budgeting focus not only on general theory in Public budgeting and decision making but also with micro and macro economics as cited by Thammano (2005, p.6). Therefore, Public budgeting cannot ignore both social and economic issues as "socioeconomic" as they are the heart of future development for each country.

However, the scale of budgeting will demonstrate interfering in economic systems by governments which needs to be suitable for different situations. Nowadays, government officers increased focus on the responsibility to use Performance Based Budgeting (PBB) to for success or failure of expenditure, including the awareness of seeking and finding additional revenue themselves. Thammano (2005, p.11) suggested that scholars should research about Public budgeting increasingly due to the serious problem of lacking research about this according to the study which found only 8 doctoral dissertations about the evolution of Public budgeting, including the disappearing of Public debts over 30 years.

This is a matter innovation which the researchers should try to find the answer to regarding why no one is interested in studying Public Debts, despite it being an important part of Public budgeting. The next question, is How can we find balancing point of resource allocation between private and public sectors? (Thammano, 2005, p.7). Finally, as government expenditures affect people both directly and indirectly so people really need to pay attention to investigating and monitoring government expenditures related to one of many elements of “Governance” or “Ethics” which will be mentioned in more detail in the next chapter.



CHAPTER VI

RESULTS-ETHICS

From the conclusion of the last chapter, the researcher also mentioned that Governance is part of Ethics. This chapter starts with “Ethics” which is one of the five major PA subfields identified by Shafritz and Hyde (2007); 1) Public budgeting 2) Ethics in public administration 3) Human resource management 4) Policy analysis, and 5) Organizational Theory in Public Administration. There follows some interesting information about Ethics which was found in 23 titles from the total of 155 doctoral dissertations.

6.1 Surveying data in Ethics

In order to answer research questions that follow objective I (to study an overview of Ethics from Thai doctoral dissertations in Public Administration between 2005 and 2012), objective II (theories, methodologies, and innovations) and objective III (problems). Then, the results of the study were investigated and reviewed by popular PA Ethics experts. The researcher will analyze, synthesize and discuss the results of five PA subfields and PA curriculum as the PA holistic research in the final.

Table 6.1 Surveying data in Ethics

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name Referred to in acknowledgement
1	รัชยา ปักดีจิตต์ Rachaya Pakdeejit	2007	องค์การมหาชนของไทย : การศึกษากฎเกณฑ์และกระบวนการบริหารตามหลักธรรมาภิบาล Thai Autonomous Public Organization: The Study of Management Mechanisms and Process in Compliance with the Good Government Doctrine	Ramkhamhaeng University	6	3	No mention of other experts, except advisors
2	เสกสรรค์ นิสัยกล้า Seksan Nitsaigla	2007	การนำนโยบายธรรมาภิบาลไปปฏิบัติ : กรณีศึกษากรุงเทพมหานคร Implementation of the Good Governance Policy: A Case Study of the Bangkok Metropolitan Administration	Ramkhamhaeng University	6	3	1) Uthai Laohavichien 2) Prayong Temchawala
3	แสงวี ไทยดารี Sangravee Thaidamri	2007	ความไว้วางใจในการบริหารรัฐกิจกับความเป็นพลเมืองของประชาชน ในกรุงเทพมหานคร Trust in Public Administration and Citizenship of People in Bangkok	Ramkhamhaeng University	5	3	No mention other experts, except advisors

Table 6.1 Surveying data in Ethics (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name Referred to in acknowledgement
4	วรรณภา วามานนท์ Wannapa Wamanond	2008	การบริหารการปราบปรามการทุจริตระดับชาติ ของไทย : การศึกษาบทบาท ระบบ และการ บริหาร ของคณะกรรมการป้องกันและ ปราบปรามการทุจริต แห่งชาติ Administering the Suppression of Corruption at the National Level: A Study of the Roles, Systems, and Administration of the National Counter Corruption commission in Thailand	Ramkhamhaeng University	5	3	1) Bidhya Bowornwathana 2) Damrongsak Chanthothai 3) Choowong La-ongsiri
5	ณัฐพงษ์ สุวรรณพานิช Natthapong Suwanpanich	2007	การมีส่วนร่วมในกระบวนการยุติธรรมชุมชน : ศึกษกรณีศึกษาคำนำถ้อยการสูงสุด Community Participation in the Process of Community Justice: A Case Study of the Office of the Attorney General	Ramkhamhaeng University	6	3	1) Uthai Laohavichien 2) Duangrat Kamatobol 3) Thawin Nilbai
6	ชิตติมา วิชัยรัตน์ Thitima Vichairatana	2008	บทบาทของคณะกรรมการในการเสริมสร้างบรรษัทภิ บาลในองค์กรของรัฐในประเทศไทย The Role of Boards of Directors in Enhancing Corporate Governance in Thai Public Organizations	Ramkhamhaeng University	5	3	1) Woradej Chanthason 2) Suwannee Sangmahachai

Table 6.1 Surveying data in Ethics (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name referred to in acknowledgement
7	วิโรจน์ ก่อสกุล Viroj Korsakul	2007	บทบาทภาครัฐและภาคเอกชนในการคุ้มครองผู้บริโภค The Roles of the Public and Private Sectors in Consumer Protection	Ramkhamhaeng University	5	3	1) Surapol Kanjanajitra 2) Kalaya Tansiri 3) Niroth Charoenprakob 4) Rassamee Wisawathawet
8	ศราวุธ จิตระวีชัย Sarawoot Jittrabiab	2008	การเสริมสร้างเครือข่ายภาคประชาชนในการบริหารงานสถานีตำรวจนครบาล The Construction of Public Networks in The Administration of Metropolitan Police Stations in Bangkok Metropolis	Ramkhamhaeng University	6	3	1) Pongsan Srisomsap 2) Nanthachaporn Panarat
9	กานตพันธ์ พิศาลสุขสกุล Kantapan Pisalsukskul	2008	การมีส่วนร่วมในการจัดการน้ำเสียของข้าราชการในเทศบาลนครของประเทศไทย The Participation of Municipal Officials in Wastewater Management in Thailand	Ramkhamhaeng University	5	3	No mention other experts, except advisors

Table 6.1 Surveying data in Ethics (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
10	วัชรพงษ์ พันธุ์ศิริ Watcharapong Panittumrong	2008	พฤติกรรมจริยธรรมของข้าราชการตำรวจ กองบัญชาการตำรวจนครบาล Ethical Behaviors of Police Officers at the Metropolitan Police Bureau	Ramkhamhaeng University	5	3	1) Surin Niyamang-oon 2) Tipparat Laohavichien 3) Office of The Consumer Protection Board 4) Metropolitan Police Bureau, The Royal Thai Police Headquarters 5) Police Community Relations, Office of The Auditor General of Thailand
11	สิรินทร์ พันธุ์เกษม Sirin Phankasem	2008	สำนักงานการตรวจเงินแผ่นดินกับการสร้างจริยธรรม ภายในองค์กรบริหารส่วนตำบล The Office of the Auditor General and Good Governance in Sub-district Administration Organizations	Ramkhamhaeng University	6	3	1) Jaruvan Maintaka 2) Office of the Auditor General of Thailand

Table 6.1 Surveying data in Ethics (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name referred to in acknowledgement
12	อภิสิทธิ์ หนูนุกิตติ Apisit Noonphakdee	2009	ชรรรมภิบาลในองค์การภาคประชาสังคม Good Governance in Civil Society Organizations	Ramkhamhaeng University	5	3	1) Pichit Pitaktepsombat 2) Campaign for Popular Democracy 3) Union for Civil Liberty: UCL 4) Campaign Committee for Human Rights
13	เทวุษย์ บริรักษ์สันติกุล Thaywuse Borriraksuntikul	2009	การมีส่วนร่วมของชาวกรุงเทพมหานครในการจัดการมูลฝอย The Participation of Bangkok Residents in Solid Waste Management	Ramkhamhaeng University	6	3	1) Chalerm Sriphadoong 2) Office of The Civil Service Commission 3) Ploy Subveises
14	สุรศักดิ์ โตประเสริฐ Surasak Toprasee	2010	ชรรรมภิบาลในการบริหารงานคลังขององค์กรบริหารส่วนตำบล Good Governance in Financial Administration of Subdistrict Administration Organizations	Ramkhamhaeng University	5	3	1) Chalerm Sriphadoong 2) Piyanus Ngenmklay

Table 6.1 Surveying data in Ethics (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name Referred to in acknowledgement
15	มนตรี กวินัญชานนท์ Montri Kawinattayanon	2011	การเสริมสร้างจริยธรรมของส่วนราชการใน กระทรวงมหาดไทยโดยคณาพิพชาสมาคม ปกครองสูงสุด : ศึกษากรณีการปฏิบัติหน้าที่ ด้วยความโปร่งใสและสามารถตรวจสอบได้ Reinforcement of Public Sector Ethics in the Ministry of Interior by Judgments Rendered by the Supreme Administrative Court: A Case Study of Transparent and Accountable Performance of Duty	Ramkhamhaeng University	6	3	Kramol Tongdhamachart
16	ทวีพันธ์ พัวสรเสรีญ Tawipan Puansemern	2009	ความผูกพันต่อองค์กรของอาจารย์ มหาวิทยาลัยภาครัฐในเขตกรุงเทพมหานคร The Organizational Commitment of Public University Instructors in the Bangkok Metropolitan Area	Ramkhamhaeng University	5	3	1) Tin Prachayaphrut 2) Pad Lavankura

Table 6.1 Surveying data in Ethics (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name Referred to in acknowledgement
17	พงศ์ศักดิ์ ศรีรัตนเศรษฐ์ Pongsapak Trerutnaset	2007	ค่านิยมการจัดการกับผลการปฏิบัติงานของข้าราชการระดับสูงในราชการพลเรือนไทย Managerial Values and Job Performance of High-ranking Government Officials in the Thai Civil Service	Ramkhamhaeng University	5	3	No mention other experts, except advisors
18	ไวพจน์ กุลราชย์ Waiphot Kulachai	2009	การเมืองในองค์กรและทัศนคติของข้าราชการตำรวจเกี่ยวกับประสิทธิภาพขององค์กร : กรณีศึกษาของปัญหาการตำรวจนครบาล Organizational Politics and the Attitudes of the Police Toward Organizational Effectiveness: A Case Study of the Metropolitan Police Bureau	Ramkhamhaeng University	5	3	1) Panu Kerdlappol 2) Pongsan Kongtrikhaew 3) Buddhagarn Rutchatorn 4) Yuvaluck Chivakidakarn 5) Chatchanun Leeratermpong
19	เฉลิมชัย กิตติศักดิ์นวิน Chalermchai Kittisaknawin	2009	ความไว้วางใจในองค์การของประเทศไทย ศึกษาเปรียบเทียบองค์การภาครัฐ ภาค รัฐวิสาหกิจและภาคเอกชน Trust in Thai Organizations: A Comparative Study of State Enterprise, Public Sector, and Private Sector Organizations	Ramkhamhaeng University	5	3	1) Bidhya Bowornwathana 2) Pachitjanut Siripanich

Table 6.1 Surveying data in Ethics (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name referred to in acknowledgement
20	ภัทรกร รัตนสุบรรณ Pataraporn Ratanasuban	2007	ความขัดแย้งในกระบวนการแปรรูป รัฐวิสาหกิจ : กรณีศึกษาการ ไฟฟ้าผลิตแห่งประเทศไทย Privatization process Conflict: A Case Study of the Electricity Generating Authority of Thailand	Ramkhamhaeng University	6	3	1) Wipada Kuptarnond 2) Suwannee Sangmahachai 3) Managers of Electricity Generating Authority of Thailand, The State Enterprises Labour Union, State Enterprise Workers' Relations Confederations , Campaign for Popular Democracy
21	ศุภกัญญา ปริญญกุล Sukalya Parinyokul	2008	วัฒนธรรมองค์การคุณภาพขององค์การบริหาร ส่วนจังหวัดที่ได้รับรางวัลการบริหารจัดการที่ดี ในเขตภาคตะวันออกเฉียงเหนือของประเทศไทย Quality Organization culture with good governance awards of the provincial	Burapha University	5	3	1) Rangson Prasertsri 2) Damrongsak Chanthoathai

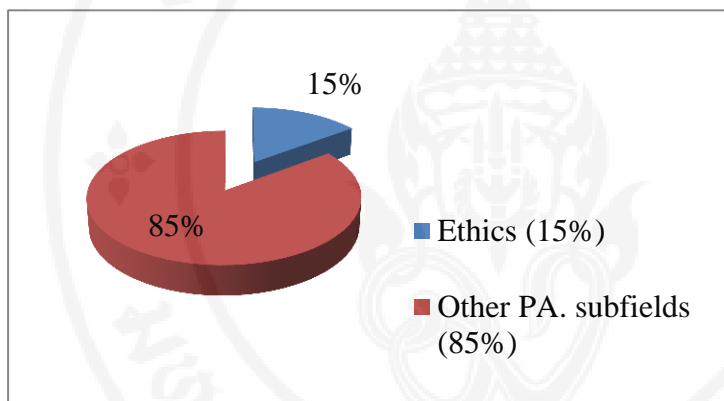
Table 6.1 Surveying data in Ethics (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name Referred to in acknowledgement
22	สมชัย ไทยสงวนวรกุล Somchai Thaisanguanvorakul	2009	การปรับตัวของคณะกรรมการป้องกันและปราบปรามการทุจริตแห่งชาติ ต่อการคอร์รัปชันทางการเมือง Adaptation of the national counter corruption commission as it relates to political corruption	Ubonrachatani University	5	1	No mention other experts, except advisors
23	ดวงมน จิ่งเสถียรทรัพย์ Duangmon Chuengsatiansup	2009	ปัจจัยที่มีผลต่อประสิทธิภาพของนโยบายบริษัทมหาชน : กรณีบริษัทจดทะเบียน Factors affecting the effectiveness of corporate governance policy : the case of Thai Listed Companies	National Institute of Development Administration	6	3	1) Pasu Decharin 2) Managers of Securities and Exchange Commission

6.2 The results of the study

6.2.1 Overview of Ethics

As shown in Table 6.1 surveying data in Public budgeting, consisted of eight elements; 1) number of doctoral dissertations about Ethics 2) researchers' name 3) year of publication and distribution 4) English title 5) name of Higher Education Institution 6) number of chapters 7) number of advisors, and 8) Expert's name referred to in acknowledgements. These elements supported answering the first objective I as follows.



Regarding the first element, the study found 23 doctoral dissertations which were 15% of Thai PA doctoral dissertations between 2005-2012 as shown in Figure 6.1.

Figure 6.1 Proportion of Ethics compared to other PA subfields

From searching in Thai Library Integrated System (ThaiLIS) , there are 23 doctoral dissertations concerned about Ethics from three Higher Education Institutions. Namely, 20 titles or approximately 87% came from Ramkhamhaeng University, then 1 title each from National Institute of Development Administration, Ubonrachatani University, and Burapha University as shown in table 6.1 *The second element*, researchers' names, can point to the proportion of each gender, and the study found that there were 7 female researchers, a proportion of 30%, and 16 male researchers, a proportion of nearly 70%. Then, *the third element* was the year of publication and distribution which found there were 23 doctoral dissertations about "Ethics".The years 2007, 2008, and 2009 had the highest publishing output with 7 titles each, then 2010 and 2011 had just only 1 title each,2007 was the oldest and 2011 the latest.

The fourth element was the English title. The study found various interesting words including; *governance, corporate governance, participation, corruption, trust, consumer protection, ethical behaviors of police officers, Public Sector Ethics, public network, policy effective, conflict, organization culture, organizational politic, police attitudes, organizational commitment, and managerial values*. For *the fifth element*, the name of Higher Education Institution, the study found that doctoral dissertations about Ethics came from 4 Higher Education Institutions; Ramkhamhaeng University, Ubonrachatani University, National Institute of Development Administration, and Burapha University. For *the sixth element*, number of chapters from 23 doctoral dissertations, the study found at least 5 chapters, while the highest is 6 chapters. Regarding *the seventh element*, number of advisors, the study found 3 advisors from doctoral dissertation of Ramkhamhaeng University, Burapha University, and NIDA, while just only one advisor was found for the doctoral dissertation from Ubonrajathani University by Thaisanguanvorakul (2009).

For, *the last element*, expert's name, as referred to in the chapter III (Research Methodology) the study found 38 individual experts, and Ethic's experts from 7 public organizations which were concerned with this subfield and which were referred to in the acknowledgements of Ethics' doctoral dissertations; 1) *Uthai Laohavichien* 2) *Prayong Temchawala*, 3) *Bidhya Bowornwathana* 4) *Damrongsak Chanthothai* 5) *Choowong La-onsiri* 6) *Duangrat Kamalobol* 7) *Thawin Nilbai* 8) *Surapol Kanjanajitra* 9) *Kalaya Tansiri* 10) *Niroth Charoenprakob* 11) *Rassamee Wisawathawet* 12) *Woradej Chanthason* 13) *Suwannee Sangmahachai* 14) *Pongsan Srisomsap* 15) *Nanthachaporn Panarat* 16) *Surin Niyamang-goon* 17) *Tipparat Laohavichien* 18) *Jaruvan Maintaka* 19) *Pichit Pitaktepsombat* 20) *Chalerm Sripadoong* 21) *Ploy Subevises* 22) *Piyanus Ngernklay* 23) *Kramol Tongdhamachart* 24) *Ruengwit Ketsuwan* 25) *Ponlapat Buracom* 26) *Pornpen Petsuksiri* 27) *Warapatr Todhanakasem* 28) *Tin Prachayapruit* 29) *Pad Lavankura* 30) *Pachitjanut Siripanich* 31) *Wipada Kuptarnond* 32) *Pasu Decharin* 33) *Panu Kerdlappol* 34) *Pongsan Kongtrikhaew* 35) *Buddhagarn Rutchatorn* 36) *Yuvaluck Chivakidakarn* 37) *Chatchanun Leeratermpong* 38) *Rangson Prasertsri*.

Moreover, the researchers also mentioned PA experts in Ethics as executive managers of different public organizations; 1) *Office of The Consumer Protection Board* 2) *Metropolitan Police Bureau, The Royal Thai Police Headquarters* 3) *Police Community Relations, Office of The Auditor General of Thailand* 4) *Campaign for Popular Democrac: CPD* 5) *Union for Civil Liberty: UCL* 6) *Campaign Committee for Human Rights* 7) *Office of The Civil Service Commission: OCSC* 8) *Electricity Generating Authority of Thailand* 9) *The State Enterprise Labour Union* 10) *State Enterprise Workers' Relations Confederations, Campaign for Popular Democracy* 11) *Securities and Exchange Commission*. Particularly, Suwannee Sangmahachai, Uthai Laohavichien, and Bidhya Bowornwathana were Ethics experts who have the highest number of mentions in the acknowledgements from 23 doctoral dissertations with twice as many as other/s. However, the researcher made the decision to select Prof.Dr.Tin Prachayapruit for an in-depth interview by purposive sampling.

6.2.2 Paradigms, Theories, Methodologies, and Innovations

Paradigms – paradigm about “governance” were found in doctoral dissertations in Ethics by Pakdeejit (2007), Nitsaigla (2007), Vichairatana (2008), Phankasem (2008), Noonphakdee(2009), Toprasee (2010), and Chuengsatiansup (2009). Moreover, democracy paradigm; *participation, commitment, public network, Civil Society* appeared in doctoral dissertations by Suwanpanich (2007), Jittrabiab (2008), Pisalsukskul (2008), Borriraksuntikul (2009), and Noonphakdee (2009). “Human Resource” paradigm; *trust, attitudes, ethical behaviors, conflict, including organization culture and politics* was found in doctoral dissertations by Thaidamri (2007), Puanansern (2009), Kittisaknawin (2009), Ratanasuban (2007), and Parinyokul (2008). The last, New Public Management (NPM) paradigm; *consumer protection, managerial values, policy effective* were found into doctoral dissertations by Treruttnaset (2007), Korsakul (2007), Chuengsatiansup (2009), and Treruttnaset (2007).

Theories – Major theories that were found in doctoral dissertations about Ethics were composed of governance, corporate governance, participation, corruption, trust, consumer protection, ethical behaviors, Public Sector Ethics, public network, policy effective, conflict, organization culture, organizational politic, attitudes,

organizational commitment, and managerial values. Moreover, there were other theories found in addition such as Agency Theory, Stakeholder Theory, and Policy Implementation Theory as cited by Chuengsatiansup (2009), as similarly stated by Vichairatana (2008) but she had stated “Stewardship Theory” in addition, including Politic Corruption Theory by le Vine as cited into Thaisanguanvorakul’s dissertation.

Methodologies – specifying to use “Qualitative Research” appeared in doctoral dissertations by Pakdeejit (2007), Wamanond (2008), Suwanpanich (2007), Vichairatana (2008), Korsakul (2007), Noonphakdee (2009), Kawinattayananon (2011), Treruttnaset (2007), Ratanasuban (2007), and Thaisanguanvorakul (2009). Particularly, in-depth interview, and focus group were the important ways to gain the data for qualitative research. Then, the data was analyzed with “Analytical Description” by inductive approach as stated by Treruttnaset (2007).

“Quantitative Research” supplemented with “Qualitative Research” as “Mixed Methods” were found in doctoral dissertations by Nitsaigla (2007), Panittumrong (2008), Phankasemn (2008), and Jittrabiab (2008). This was followed by “Quantitative Research” which was used in Thaidamri (2007), Toprasee (2010), Puanansern (2009), Kittisaknawin (2009), Parinyokul (2008), and Chuengsatiansup (2009). Particularly, the Statistical Package for the Social Sciences (SPSS) is rather a popular program for analyzing “Quantitative Research” data as cited in Thaidamri’s dissertation, and others. Besides statistical foundation such as Percentile, Mean, and Standard Deviation (S.D.), t-test, paired t-test, and factor analysis were found in Treruttnaset’s dissertation, while t-test, and f-test were found into Kulachai’s dissertation.

Moreover, the study also found Correlation Coefficient in Thaidamri’s dissertation, Canonical Correlation and MANOVA in Parinyokul’s dissertation, including “Path Analysis” as stated by Thaidamri (2007), Logistic Regression Analysis as stated by Borriraksuntikul (2009), and the Pearson product-moment correlation coefficient (PPMCC or PCC) as found in Puanansern’s dissertation. The last, “Survey Research” was found in doctoral dissertations by Pisalsukskul (2008), Borriraksuntikul (2009), Kulachai (2009). Particularly, descriptive and inferential statistics were used in Kittisaknawin’s dissertation. Furthermore, for titles concerned

with data in the long term, the study found “Time Series Analysis” was used in Chuengsatiansup (2009).

Innovations – There are some innovations found in this chapter. *Firstly*, the nature of ethics is inserted into all subjects, including all PA subfields, therefore the readers can see the different types of ethics in all chapters of the study. *Secondly*, “school of thoughts” appeared in 23 doctoral dissertations about ethics composed of 12 public organizations following the last elements. *Thirdly*, the study found “No mention” of Ethics PA experts besides advisors or contributors in some doctoral dissertations by Pakdeejit (2007), Thaidamri (2007), Pisalsukskul (2008), and Thaisanguanvorakul (2009).

Problems- there are some serious problem about Ethics; *Firstly*, the interference of politicians towards the mechanics and working processes of different public organizations which affected the freedom of decision making of independent entities as mentioned by Pakdeejit (2007), Wamanond (2008), Vichairatana (2008), and Thaisanguanvorakul (2009). *Secondly*, the nature of ethics is subjective and so it is difficult to use various principles of ethics in implementations which were objective. *Thirdly*, complication of types and ways of corruption, especially “Corruption Network” as cited by Wamanond (2008). *Fourthly*, lack of devolution; *tasks, man power, budgeting, and law* towards government agencies in local areas as cited by Wamanond (2008), and Korsakul (2007). *Fifthly*, lack of collaborative among public sectors, private sectors, and citizens as cited by Wamanond (2008), Pisalsukskul (2008), and Ratanasuban (2007). *Sixthly*, concealing some advantage data, including “adverse selection” of government officers as mentioned by Vichairatana (2008), Thaisanguanvorakul (2009). *Seventhly*, unprofessional behaviour of the committee who monitor regulations and rules following the Ethics principles as cited by Vichairatana (2008), and Korsakul (2007). *Eighthly*, unprofessional Public Relations information towards people in the different communities, especially those far away from the Centre of sources as mentioned by Pisalsukskul (2008), including misunderstanding information which bring into conflict within Public Enterprises as stated by Ratanasuban (2007).

Ninthly, government officers were limited in their creativities to innovate, due to the bureaucracy system which seems to have so strict regulations and rules as mentioned by Pisalsukskul (2008). *Tenthly*, The lack of balance between the environment and economic growth as cited by Pisalsukskul (2008), including environmental problems such as sewage, Municipal solid waste, and Industrial Wastes which are dangerous and affect the community as stated by Borriraksuntikul (2009). *Eleventh*, restraint of government officers towards temptations and advantages which came from suspicious sources and privatization as cited by Pisalsukskul (2008), and Ratanasuban (2007), including businessman who came into political positions to take and find advantages for supporting their business and companions as stated by Thaisanguanvorakul (2009). *Twelve*, unlimited position of executive managers to use their monopoly powers within public organizations as stated by Toprasee (2010). *Thirteenth*, government officers have awareness and understanding about Ethics as well but ignore the implementation as cited by Trerutnaset (2007).

6.3 Discussion

For the results of the study that appear above, there are some additional special elements that the researcher will explain in this discussion section. The study found eight doctoral dissertations in ThaiLIS, following the three objectives; *1) Definition and general contexts of Ethics 2) Paradigms, Theories, Methodologies, and Innovations 3) Problems.*

First of all, regarding general contexts of Ethics, there are some interesting issues as mentioned below;

Definition and general contexts of Ethics, there are some definitions of Ethics as Oxford Dictionaries gave Ethics Definition that “*moral principles govern a person's or group's behavior, including other synonyms; moral code, morals, morality, values, rights and wrongs, principles, ideals, standards (of behavior), value system, virtues, dictates of conscience*”. Then, two Ethics definitions as cited by Ketsuwan (2011, p.257) are; *firstly*, “principles of conduct governing and individual or a group” such as personal ethics, accounting ethics, and code of ethics. *Secondly*, ethics is the study of morality. Therefore, Manuel (2002, pp.7-15) as cited by Ketsuwan (2011,

p.258) also concluded an Ethics definition that Ethics are the study about moral standards which have a major goal to point out the rights or wrongs of one's moral standard. Particularly, ethicists, sociologists and anthropologist also have different perspectives and interests about norms and values. Sociologists and anthropologist try to explain characteristic of beliefs, while ethicists try to study Ethics in order to adapt in the society. For this reason, Manuel (2002) also pointed out that studying Ethics is not only for analysis of norms and values but also for adapting into people lives.

Courtland (1993, pp.124-126) as referred by Ketsuwan (2011, pp.258-260) also mentioned the six ethics philosophies; *utilitarian philosophy* as the greatest good for the greatest number which focused on outcome, and neither intents nor actions; *deontology philosophy* which focuses on intents; *philosophy of justice* which depends on equity, fairness, and impartiality; *philosophy of rights, social contract philosophy* such as common rules, and *empathy philosophy*. However, Ethics processes that were popular recently include whistle blowing, ethics hotlines, ethics boards, ethics education programs, ethics officers, financial or other conflict-of-interest disclosure systems, and professional codes of ethics as cited by Ketsuwan (2011, p.261).

In addition, Ketsuwan (2011, pp.261-262) also stated that almost reinventing government in the past was done by lecturers and students in the Higher Education Institutions, related to Ethics processes and also comes from the Higher Education Institutions that did the same. Especially, teaching and studying Public Administration as interdisciplinary applied social science which has more influence towards policy studies, and forces to government reform in the end. Studying Ethics in Higher Education Institutions nowadays still has a root from studying in Philosophy, but Ethics issues also came from research processes of social sciences and policies. Therefore, modern social sciences also encourage evaluating actions that whether each action is associated with morals and values including the evaluation success of public policies towards improving Ethics.

However, Rosenbloom and Goldman (1993, pp.508-517) stated that though The United State of America also usually has infringements on Ethics, which came from 3 major causes; *misconception of the public interests, corruption, and subversion* as cited by Ketsuwan (2011, pp.262-270). Moreover, Rosenbloom and Goldman (1993, pp.518-520) also stated 8 causes to resolve Ethics problems;

accretion of special expertise and information, advantage of full-time status, protective nature of the personnel system, law of counter control, problem of coordination, lack of political direction, fragmentation of agency structures and functions, and large size and scope of public administration. Finally, they suggested positive ways to solve Ethics problem with 3 perspectives composed of *managerial perspective, political perspective, and legal perspective.*

Managerial Perspective is specific to authority and responsibility, has a need for strict subordination, limited span of control, encouraged to be loyal to the organization and to their superordinate (organizational socialization, occupational specialization), formal disciplinary systems such as collective bargaining agreement, and internal audits. *Political Perspective*, consisted of legislative oversight, budgetary control, rotation in office, representation and public participation, going public, sunshine, and conflict of interests. The last, *Legal Perspective* which is different from the two former perspectives as mentioned, as Legal Perspective is rather specific to stimulate executive managers protecting and no personal rights of Violation, including clarity and certainty of laws for implementation and enforcement in order to prevent avoidance by using gaps in the law. Therefore, law still is the lowest criterion for Ethics principles.

In addition, Ketsuwan (2011, pp.274-276) stated development of government officer Ethics that there were mixing between Managerial Perspective and Political Perspective by development of an emerging code of ethics which was specific to professionalism, and its inner check from 19th century till 1930s. Particularly, core values at that time were efficiency, economy, politically neutral, technically competent, all of them were mixed with a merit system, principles of scientific management, and classical organization theory. Then, these core values were adapted by different occupations such as lawyers, accountants, engineers, and physicians.

After this, in the 1940s, executive managers of public organizations had more influence toward policy making than in the past. They took new core values to respond to factors from 2 sides which were technical knowledge, and popular sentiment within complex societies. Nowadays, executive managers of public organizations have started to become aware of clarity of an inner check, and therefore

they have also developed a professional code of ethics, and self-accounting as cited by Ketsuwan (2011, p.276).

The second objective that was studied; *Paradigms, Theories, Methodologies, Innovations* is discussed as follows;

Paradigms, regarding history as a paradigm perspective of Ethics, the result of the study found that most of them also related it with “Governance” the last PA paradigm by Henry (2006). Moreover, there were other paradigms such as democracy paradigm, Human Resource paradigm, and New Public Management (NPM) paradigm. Especially, NPM. paradigm which appeared in most doctoral dissertations in the modern era. Particularly, these paradigms were also associated with theories. Namely, *theories about Ethics* have a variety of scopes both mind and behaviors, public sectors and private sectors. Especially “governance” and “corruption” which were popular theories. Particularly, Political Corruption Theory by le Vine where he categorized 2 types, which are merger of large capital with politics until it becomes “policy corruptions” and conflict of interest, and the second type is politic corruption culture and political network which supports the first type as cited in Thaisanguanvorakul (2009). Furthermore, there were conflict theories such as concepts of Verba and Nie, and LaPiere as stated by Borriraksuntikul (2009).

Following this, *Methodologies* which depends on design of the research as mentioned already in the next chapter. However, from 23 doctoral dissertations in Ethics, the researcher found that Qualitative Research was the most popular research method with 10 titles, while Quantitative Research, Survey Research, and “Mixed Methods” between Qualitative Research and Quantitative Research appeared as equally. Particularly, the research did not find special Statistics in some doctoral dissertations which used Quantitative Research, particularly questionnaires still were the major instrument for finding the answers from participants who were selected by sampling. Otherwise, in-depth interviews were also a way to gain important Qualitative Research data, through focus groups was found in a doctoral dissertation by Jittrabiab (2008).

Innovations, there were some major innovations appeared in 23 doctoral dissertations as mentioned above, especially, the nature of ethics is inserted into all subjects, and school of thoughts. However, some researchers suggested that

governments should encourage technology for setting up and investigating systems with efficiency and effectiveness as suggested by Phankasem (2008), including innovation about logistics to support transportation wastes.

Problems – Frederickson (1993, pp.3-5) as referred to by Ketsuwan (2011, p.262) stated that research support to find the major problems of Ethics, especially expanding more and more roles of bureaucracy is the serious problem of Ethics. In approximately the 1950s which was an “administrative state”, bureaucracy rather had more influence until most people called it “the fourth branch of government”. After that, bureaucracy was called “big government” in the 1980s. Particularly, bad sides of bureaucracy were found in big government such as loss of time, corruption, and abuse of power. For this reason, Frederickson (1993) also pointed out that most Ethics problems occurred in big government.

Furthermore, Ketsuwan (2011, p.260) stated that a serious problem of public management at all levels is “Corruption”, and it seems to be that corruptions have developed together with the growth of modern public management. Particularly, during the first period of 21st century, government of The United States of America try to change policies and structure to cut down corruption by using 2 concepts; *management concepts* such as lowest bidder, pre-and-post-auditing, council manager government, including conflicts of interests, and *merit systems* such as nonpartisan, and elections for politicians. As Thaisanguanvorakul (2009) stated people have too little perception about “Corruption”, despite corruption being the serious problem of Thailand for so long. However, nowadays corruption types and ways have become more complicated, especially “Policy Corruption”, and “Corruption Network” as stated by Wamanond (2008), and Thaisanguanvorakul (2009).

Thaisanguanvorakul (2009) pointed out that there were various types of corruptions such as populist policies, and information corruption as “adverse selection” in the period of former prime minister Thaksin Shinawatra. Though, there are many independent entities which have a direct duty to investigate government expenditures with efficiency and effectiveness other sectors such as citizens and private sectors should have awareness to participate to investigate in the projects of governments as much as they can because this budgeting came from tax by people

from all parts. Particularly, leaders of public organizations also have the major role for being an Ideal Type towards subordinates as mentioned by Noonphakdee (2009).

6.4 Conclusion and Suggestions

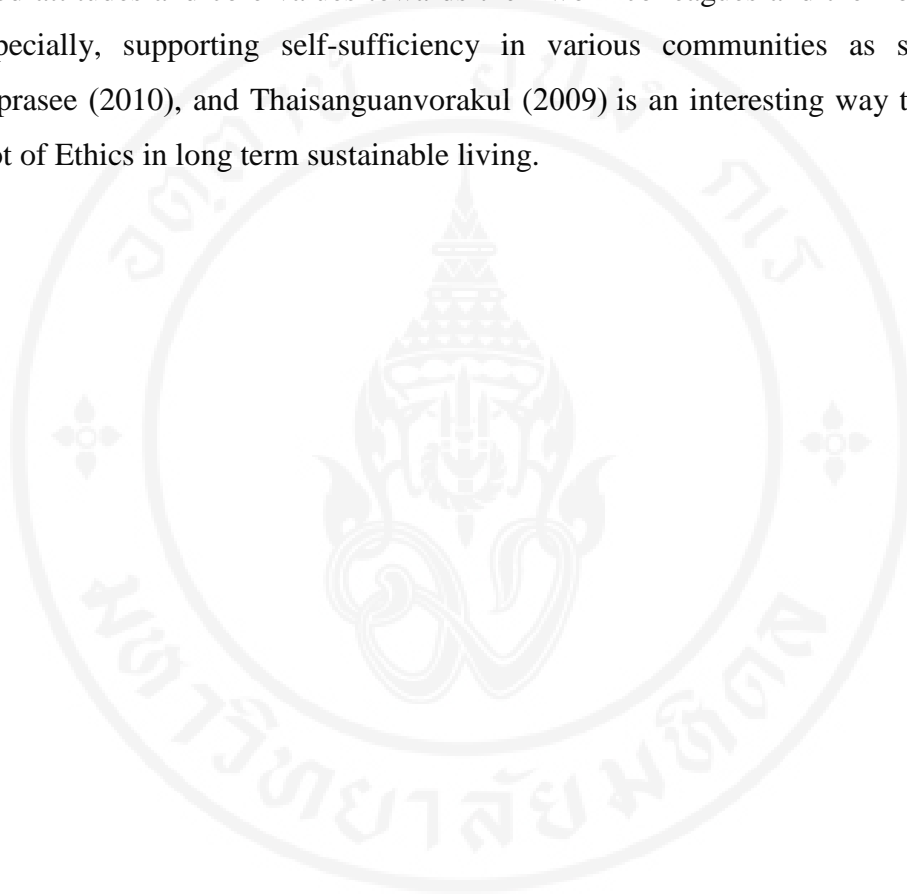
Normally, Ethics was inserted into all subjects, including all PA subfields. Particularly, Ethics is also related with “Governance” which is a part of Ethics as Henry (2006) stated in the last PA paradigm or the modern era, and is very close with Human Resource Management (HRM). Many disciplines of Ethics were adapt into HRM related with Ketsuwan (2011, p. 272) stating that Ethics are principles to control human behavior which were both processes and outcomes of the investigation. Particularly, Ethics are adapting morals to an implementation in real lives such as working and professional and is related with “managerial values” in the different situations with efficiency and effectiveness within NPM paradigm as recently in globalization.

In addition, Ethics came from moral principles and philosophy which have different roots of thinking. Moreover, Ethics problems also increase depending on growing of populations and complexity of societies. Three ways to resolve ethic problems are managerial perspective, political perspective, and legal perspective. Managerial perspective is focused on structures and regulations internal to organizations, while political perspective is control by from external sources, and legal perspective is focused on clarity and certainty of both discipline and enforcements.

Most governments around the world also pay attention to Economics Social aspects and Politics, in contrast to the Thai Government which is more geared to Politics than the other aspects and still has many complex problems. This is despite, most Ethic theories mentioning that the leaders such as governments should balance Economic, Social and Political aspects.

Nowadays, three perspectives of resolving ethics were developed into a code of ethics which mixed between self-accounting, including monitoring with external mechanisms. However, these also are developing steps which really need to be researched and evaluated in order to improve each society. Civil society should be aware to participate in many activities of different public organizations in order to

investigate and indirectly control government spending with efficiency and effectiveness. Meanwhile, government officers not only have ethical behaviors; *diligence, devote, tolerate, and disciplines*, but also responsibilities for their works and environments in the community, including having positive thinking which reflects good attitudes and core values towards their work colleagues and their organizations. Especially, supporting self-sufficiency in various communities as suggested by Toprasee (2010), and Thaisanguanvorakul (2009) is an interesting way to engage the root of Ethics in long term sustainable living.



CHAPTER VII

RESULTS-HUMAN RESOURCE MANAGEMENT

“Human Resource Management” (HRM) is one of the five major PA subfields identified by Shafritz and Hyde (2007); 1) Public budgeting 2) Ethics in public administration 3) Human resource management 4) Policy analysis, and 5) Organizational Theory in Public Administration. There follows some interesting information about HRM which was found in 24 titles from the total of 155 doctoral dissertations.

7.1 Surveying data in Human Resource Management

In order to answer research questions that follow objective I (to study overview of Human Resource Management from Thai doctoral dissertations in Public Administration between 2005 and 2012), objective II (theories, methodologies, and innovations) and objective III (problems). Then, the results of the study were investigated and reviewed by the popular PA Human Resource Management experts. The researcher will analyze, synthesize and discuss the results of five PA subfields and PA curriculum as the PA holistic research in the final chapter.

Table 7.1 Surveying data in Human Resource Management

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
1	อุมณี มงคลพิทักษ์สุข Usanee Monkolpitaksuk	2008	ภาวะผู้นำเปลี่ยนแปลงของนายกองค์การบริหารส่วนตำบลกับประสิทธิภาพขององค์การ Transformational Leadership of the chief executive of tambon administrative organization and organizational effectiveness	Burapha University	5	3	1) Itsara Suwanbon 2) Tin Prachayaphrut 3) Subdistrict Administrative Organization
2	นิพนธ์ ศศิธรเสาวภา Nipon Sasithornsavapa	2009	ความสำเร็จของอาชีพของผู้บริหารสตรีสังกัดสำนักงานคณะกรรมการการศึกษาขั้นพื้นฐาน Women executive careers' success in the office of the basic education	Burapha University	5	3	1) Damrongsak Junthothai 2) Rangson Prasertsri 3) Kowit Krachang 4) Girl's schools
3	รวิภา หอมเศรษฐี Ravipa Homsettee	2006	สมรรถนะของผู้บริหารระดับกลางในระบบราชการไทย Middle-Level Managers' Competencies in the Thai Pulic Service	Ramkhamhaeng University	6	3	1) Chalerm Sriphadoong 2) Surapol Kanjanajitra 3) Ministry of Industry, Ministry of Finance, and Ministry of Commerce

Table 7.1 Surveying data in Human Resource Management (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
4	ศุภพันธ์ พุ่มแก้ว Surapan Poomkaew	2006	การตัดสินใจของผู้บัญชาการทหารบกไทย <u>Decision-Making of Thai Commanders in Chief</u>	Ramkhamhaeng University	5	3	1) Pisan Suriyamongkol 2) Suwannee Sangmahachai 3) Ex-Commander -in-Chief of the Army 13 persons
5	ฉาน ตรรกกิจารณ์ Shan Takawicharna	2007	การพัฒนาทรัพยากรมนุษย์เชิงพุทธ <u>Buddhist Human Resources Development</u>	Ramkhamhaeng University	9	3	1) Sanya Sanyavivat 2) Nattha Vinijaiyapak 3) Santi Asoke School 4) Roong Aroon School
6	วรรณภา พิธิฐิตกมิตร์ Wanna Pitsitupamitr	2007	แบบของผู้บังคับที่มีสมรรถนะในระบบราชการ พลเรือนไทย <u>Types of Competency Based-Leadership in the Thai Civil Service System</u>	Ramkhamhaeng University	5	3	1) Boonlert Pairindra 2) Theera Chinapatra 3) Ramdejcha public ministries and departments

Table 7.1 Surveying data in Human Resource Management (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
7	แก้วตา ผู้พัฒนาพงศ์ Kaewta Poopatanapong	2007	คุณภาพชีวิตการทำงานของอาจารย์ในมหาวิทยาลัยไทย Life of Instructors in Thai Universities	Ramkhamhaeng University	5	3	1) Pathom Manirot 2) Damrongsak Junthothai
8	เพ็ญศรี จิรินัง Pensri Chirinang	2007	การพัฒนาอาจารย์ในสถาบันอุดมศึกษาไทย: ศึกษาเปรียบเทียบกับมหาวิทยาลัยของรัฐ และ มหาวิทยาลัยเอกชน Faculty Development in Thai Higher Education: A Comparative Study of Public and Private Universities	Ramkhamhaeng University	5	3	1) Pachitjanat Siripanich 2) Weera Wongsan 3) Tipparat Laohavichien
9	วิเชียร วิทชอุดม Wichean Wittayaudom	2008	สมรรถนะของผู้บริหารในมหาวิทยาลัยเทคโนโลยีราชมงคล Competency of Administrators at Rajamanagala Universities of Technology	Ramkhamhaeng University	5	3	1) Suwannee Sangmahachai 2) Lalida Chuyrak 3) Rajamangala University of Technology

Table 7.1 Surveying data in Human Resource Management (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
10	บุหลัน ทองกลีบ Bulan Thongkleeb	2007	บทบาทภาครัฐในการจัดสวัสดิการแก่ผู้สูงอายุ ในเขตกรุงเทพมหานคร The Roles of the Government Sector in Providing Welfare for the Elderly in Bangkok Metropolis	Ramkhamhaeng University	7	3	1) Pathom Manirot 2) Charuwan Tadadej 3) Departments and Ministries which concerned Health, Welfare, and Security
11	ปัทมา ผ่องศิริ Pattama Phongsiri	2009	คุณลักษณะผู้นำที่มีผลต่อประสิทธิภาพของ ผู้บริหารวิทยาลัยพยาบาลในสังกัดกระทรวง สาธารณสุข The Leadership Characteristics and Effectiveness of Administrators at Nursing Colleges under the Supervision of the Ministry of Public Health	Ramkhamhaeng University	5	3	1) Pichit Pitaktepsombat 2) Viporn katekao 3) College of Nursing 4) Praboromarajchan ok Institute for Health Workforce Development

Table 7.1 Surveying data in Human Resource Management (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
12	บุญแสง ชีระภากร Boonsaeng Cheerapakorn	2009	ภาวะผู้นำและการบริหารงานของผู้บริหาร องค์การปกครองส่วนท้องถิ่น Leadership and Administrative Practice in Local Administration Organizations	Ramkhamhaeng University	5	3	1) Pathom Manirot 2) Pad Lavankura 3) local governments
13	สมชาย สรรประเสริฐ Somchai Sanprasert	2009	กลยุทธ์การพัฒนาทรัพยากรมนุษย์ของกอง บังคับการตำรวจท่องเที่ยวสำนักงานตำรวจ แห่งชาติ The Human Resource Development Strategy of the Tourist Police Division, Royal Thai Police	Ramkhamhaeng University	7	3	1) Chalerm Sriphadoong 2) Pad Lavankura 3) Royal Thai Police Headquarters
14	ศรุตดา สมพอง Saruda Sompong	2009	การเสริมสร้างพลังสตรีในการจัดการ ทรัพยากรธรรมชาติและสิ่งแวดล้อมในพื้นที่ลุ่ม น้ำดี Women Empowerment in Natural Resources and Environmental Management in the Chi River Basin	Ramkhamhaeng University	7	3	1) Chamlong Poboorn 2) Viporn katekao 3) Feminine Leaders of North- Eastern

Table 7.1 Surveying data in Human Resource Management (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
15	ธนบูรณ์ศักดิ์ จิวพัฒนกร Tanabulkit Chirapattanakorn	2009	สมรรถนะการบริหารของผู้บริหารระดับกลาง ของอุตสาหกรรมบริการโรงแรมในภาคใต้ของ ประเทศไทย The Management Competency of Middle-Level Administrators in the Hotel Industry in the Southern Region of Thailand	Ramkhamhaeng University	6	3	1) Woradej Chanthason 2) Viporn katekao 3) Five stars of south hotel industries
16	ปกรณ์ ปริชากรณ์ Pakorn Prechaporn	2009	คุณภาพชีวิตการทำงานของพนักงานธนาคาร รัฐวิสาหกิจและธนาคารพาณิชย์เอกชน The Quality of Work Life of Government and Private Bank Employees	Ramkhamhaeng University	5	3	1) Chalerm Sriphadoong 2) Suwannee Sangmahachai 3) Bank
17	วงศ์ศักดิ์ ภูพันธ์ศรี Vongphak Poopunsri	2009	คุณภาพชีวิตการทำงานของข้าราชการตำรวจ นครบาล The Quality of Work Life of Bangkok Metropolitan Police Officers	Ramkhamhaeng University	5	3	1) Suchitra Punyaratabandhu 2) Uthai Laohavichien 3) Thai Police Headquarters

Table 7.1 Surveying data in Human Resource Management (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
18	เศรษฐวิวัฒน์ เอกคณานวงศ์ Sethawat Ekkananuwong	2010	การจัดการทรัพยากรมนุษย์ที่มีความสามารถพิเศษ The Management of Human Resources with Special Abilities	Ramkhamhaeng University	5	3	1) Pichit Pitaktepsombat 2) Uthai Laohavichien 3) Siam Cement Group 4) Petroleum Authority of Thailand
19	วัชรพงษ์ อินทรวงศ์ Watcharapong Intrawong	2009	อิทธิพลของวิธีปฏิบัติด้านทรัพยากรมนุษย์ต่อผลกรปฏิบัติงานบุคคลกรสายผู้สอนในสถาบันอุดมศึกษา The influence of human resource practices on performance of Thai academics in higher education institutions	National Institute of Development of Administration	5	2	Uthai Laohavichien

Table 7.1 Surveying data in Human Resource Management (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
20	เกรียงไกรยศ พันธุ์ไทย Kriengkriyos Punthai	2009	อิทธิพลของพฤติกรรมผู้นำวัฒนธรรมการทำงาน ในองค์กรและการจัดการทรัพยากรพัฒนาทรัพยากรมนุษย์ที่มีต่อผลการปฏิบัติงานของพนักงานรัฐวิสาหกิจ The influence of leadership behaviors, organizational culture and human resource development on employee performance in state enterprises	National Institute of Development Administration	5	2	Somsak Damrichob
21	นิลนทร วีระสมบัติ Nilneth Virasombat	2009	การคงอยู่ของแพทย์ในโรงพยาบาลชุมชนของประเทศไทย Physician retention in community hospitals of Thailand	National Institute of Development Administration	7	3	1) Vicharn Panich 2) Duanpen Teerawanviwat. 3) County hospitals 4) The Thai Medical Women's Association Under The Royal Patronage of Her Majesty The Queen

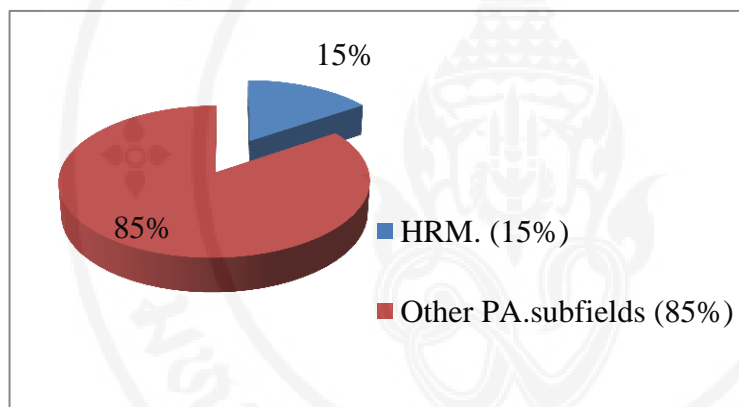
Table 7.1 Surveying data in Human Resource Management (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
22	นงลักษณ์ แสงมหาชัย Nongluk Sangmahachai	2009	อิทธิพลของระบบรางวัลต่อผลสัมฤทธิ์การจัดการทรัพยากรมนุษย์ : กรณีศึกษา บริษัทจดทะเบียนในตลาดหลักทรัพย์แห่งประเทศไทย The influence of rewards, system on human resource outcomes : a case study of the registered companies in the stock exchange of Thailand	National Institute of Development Administration	5	3	Sujitra Thananan
23	อรอนงค์ ไรจน์วัฒนบูลย์ On-Anong Rochvatanaboon	2011	การพัฒนาตัวแบบผู้นำเชิงนวัตกรรม Model of factors influencing innovative leader	National Institute of Development Administration	6	3	1) Onjaree Natakuaatong 2) Prof.Dave Ulrich 3)Prof.John C. Maxwell
24	วิฑูร เจียมจิตต์ตรง Widhoon Chiamchitrong	2010	ปัจจัยภาวะผู้ประกอบการที่มีต่อผลประกอบการของวิสาหกิจขนาดกลางและขนาดย่อม The influence of entrepreneurship to small and medium-sized enterprises performance	National Institute of Development Administration	7	3	Preeyanuch Apibunyopas

7.2 The results of the study

7.2.1 Overview of Human Resource Management

As shown in Table 7.1 surveying data in Human Resource Management, consisted of eight elements; 1) number of doctoral dissertations about Human Resource Management 2) researcher's name 3) year of publication and distribution 4) English title 5) name of Higher Education Institution 6) number of chapters 7) number of advisors, and 8) Expert's name referred to in acknowledgements. These elements supported answering the first objective I as follows.



Regarding the first element, the study found 24 doctoral dissertations which were approximately 15% of Thai PA doctoral dissertations between 2005-2012 as shown in Figure 7.1.

Figure 7.1 Proportion of HRM. compared to other PA subfields

From searching in Thai Library Integrated System (ThaiLIS), there are 24 doctoral dissertations concerned about Human Resource Management from three Higher Education Institutions. Namely, 16 titles or 66.66% came from Ramkhamhaeng University, then 6 titles from National Institute of Development Administration, and only 2 titles from Burapha University and which is shown in table 7.1. *The second element*, researcher's name, can point to the proportion of each sex, and the study found that there were 12 female researchers which was an equal number as male researchers and so 50% of the total. Then, *the third element* was the year of publication and distribution which found there were 24 doctoral dissertations about "Human Resource Management" for which the year of 2006 was the oldest, while 2011 was the most recent. However, the year of 2006, 2008, and 2010 appeared in 2 titles equally. Otherwise, the year 2009 was the year most frequently published with

12 titles, then there were 5 titles in the year 2007, follow by the year 2011 in which appeared only one title.

The fourth element was the English title. The study found various interesting words including; *leadership, entrepreneurship, competencies, Buddhist Human Resources, The Human Resource Development Strategy, decision making, Quality of the Work Life, welfares, feminine leaders, innovative leaders, university lecturers, Special Abilities, Physician retention, and reward system.* For *the fifth element*, the name of Higher Education Institution, the study found that doctoral dissertations about Human Resource Management came from 3 Higher Education Institutions; 16 titles from Ramkhamhaeng University, 6 titles from National Institute of Development Administration (NIDA), and 2 titles from Burapha University. For *the sixth element*, number of chapters, the study found from 5 to 9 chapters in 24 doctoral dissertations. Regarding *the seventh element*, number of advisors, the study found 3 advisors or contributors from doctoral dissertation of Ramkhamhaeng University and Burapha University, 2-3 advisors from NIDA.

For, *the last element*, expert's name, as referred to in the chapter III (Research Methodology) the study found 35 individual experts, and HRM's experts from a various of public organizations which were concerned with this subfield and which were referred to in the acknowledgements of HRM' doctoral dissertations; 1) *Itsara Suwanbon* 2) *Tin Pratchayaphrut* 3) *Damrongsak Junthothai* 4) *Rangson Prasertsri* 5) *Kowit Krachang* 6) *Chalerm Sriphadoong* 7) *Surapol Kanjanajitra* 8) *Pisan Suriyamongkol* 9) *Suwannee Sangmahachai* 10) *Sanya Sanyavivat* 11) *Nattha Vinijnaiyapak* 12) *Onjaree Natakuatoong* 13) *Preeyanuch Apibunyopas* 14) *Boonlert Pairindra* 15) *Theera Chinapatra Ramdejcha* 16) *Pathom Manirot* 17) *Pachitjanat Siripanich* 18) *Weera Wongsan* 19) *Tipparat Laohavichien* 20) *Charuwan Tadadej* 21) *Sujitra Thananan* 22) *Lalida Chuyrak* 23) *Pichit Pitaktepsombat* 24) *Viporn katekao* 25) *Pad Lavankura* 26) *Jumlong Phoboon* 27) *Woradej Chanthason* 28) *Suchitra Punyaratabandhu* 29) *Uthai Laohavichien* 30) *Somsak Damrichob* 31) *Vicharn Panich* 32) *Duanpen Teerawanviwat* 33) *Duanpen Teerawanviwat* 34) *Dave Ulrich* 35) *John C. Maxwell*

Moreover, the researchers also mentioned PA experts in Human Resource Management as executive managers of different public organizations; 1) *local governments such as Subdistrict Administrative Organization (SAO)* 2) *education institutions such as Girls' schools, Santi Asoke School, Roong Aroon School, and Rajamangala University of Technology* 3) *Ministries such as Ministry of Industry, Ministry of Finance, and Ministry of Commerce, including Royal Thai Police Headquarters* 4) *Public Organization under Ministry of Public Health such as The Nurses' Association of Thailand, Baromarajonani College of Nursing Nopparat Vajira, Department of Public Health Nursing, Faculty of Nursing, Mahidol University, College of Nursing, Department of Health , Community Hospital, Woman Doctor's Association of Thailand, and Praboromarajchanok Institute for Health Workforce Development* 5) *Public Organization under Ministry of Social Development and Human Security such as Department of Social Development and Welfare, Bureau of Empowerment for Older Persons, National Association of Social Workers, Senior Citizens Clubs in network of Senior Citizens Council of Thailand under the Patronage of Her Royal Highness the Princess Mother, Social Development Department* 6) *Occupational classes such as Five stars of south hotel industries, and Feminine Leaders of North-Eastern* 7) *Private Organizations and State Enterprises such as Petroleum Authority of Thailand, Banks, and Siam Cement Group (SCG).*

Finally, four persons; *Prof.Dr.Tin Pratchayaphrut, Dr.Chalerm Sriphadoong, Assoc.Prof.Dr.Suwannee Sangmahachai, and Assoc.Prof.Dr.Pathom Manirot*, who are the highest mentioned in acknowledgement, and Prof.Dr. Boontan Dockthaisong was selected from the study for an in-depth interview by purposive sampling.

7.2.2 Paradigms, Theories, Methodologies, and Innovations

Paradigms – paradigms which appeared in doctoral dissertations in HRM were composed of *Postmodern paradigm, HRM paradigm, Public Policy paradigm, Ethics paradigm, and NPM paradigm*. Firstly, *Postmodern paradigm; feminine leaders, special Abilities, innovative leaders*. Namely, Competency was mentioned in Homsettee (2006), Pisitsupamitr (2007), Wittayaudom (2008), Chirapattanakorn (2009), Ekkananuwong (2010). Then, Women executive careers, Women's

Empowerment were studied by Sasithornsavapa (2009), Sompong (2009), follow an innovative leader was mentioned by Rochvatanaboon (2011).

Then, *HRM paradigm; leadership, the Quality of Work Life, reward system, retention, Human Resources Development(HRD), welfare, including employee and entrepreneurship*. Namely, leadership was found in doctoral dissertations by Pisitsupamitr (2007), Monkolpitaksuk (2008), Cheerapakorn(2009), Punthai (2009), Phongsiri (2009). The Quality of Work Life was found in doctoral dissertations by Prechaporn (2009), Poopatanapong (2007), Poopunsri (2009), while welfare was studied by Thongkleeb (2007), and reward system was mentioned by Sangmahachai (2009). Otherwise, Physician retention was mentioned by Virasombat (2009), Human Resources Development was mentioned by Takawicharna (2007), Punthai (2009), and Chirinang (2007). While, welfare of the elderly appeared in Thongkleeb's dissertation. Employees and entrepreneurship were mentioned by Punthai (2009), Intrawong (2009), and Chiamchitrong (2010). After this, *Ethics paradigm*, found organizational culture in doctoral dissertation by Punthai (2009). For *Public Policy paradigm* such as Decision-Making was mentioned by Poomkaew (2006). The last, New Public Management or *NPM paradigm; Strategy, effective, and management* was found in doctoral dissertations by Sanprasert (2009), and Phongsiri (2009). The Management of Human Resources was mentioned in Ekkananuwong's dissertation.

Theories – Major theories that were found in doctoral dissertations about Human Resource Management were composed of leadership, entrepreneurship, competencies, Buddhist Human Resources, The Human Resource Development Strategy, decision making, Quality of the Work Life, welfares, feminine leaders, innovative leaders, university lecturers, special Abilities, physician retention, and reward system.. Furthermore, some interesting theories; *Buddhist Economics, System theory, Learning theory, and psychology theory* were used in doctoral dissertation by Takawicharna (2007). Particularly, *strategic management, Balance Scorecard, Key Performance Indicator: KPIs, and 360 degree evaluation and empowerment* were mentioned in Pisitsupamitr's dissertation.

In addition, decision making model, rational model, including administrative and political models were stated in Poomkaew's dissertation. "Grounded Theory" and "Case Study" were used in Rochvatanaboon (2011), while, "Innovative Leader Model" was studied and developed by Rochvatanaboon (2011). However, system theory was not only found in Takawicharna's dissertation as mentioned above, but also in Intrawong's (2009), especially "contingency theory" which has more and more influence to explain various situations in Intrawong's dissertation. Other theories which were also mentioned in Intrawong's dissertation include motivation, communication, job design, get a promotion, participation, black box, equity, and stability. Moreover, demand and supply strategy, and retention strategy of physicians were used in Virasombat's dissertation.

Methodologies – specifying the use of "*Qualitative Research*" appeared in doctoral dissertations by Takawicharna (2007), Sompong (2009), Ekkananuwong (2010), and Rochvatanaboon (2011). Particularly, "documentary research" was used in the first period follow case study research in Takawicharna's dissertation. Moreover, in-depth interview specific to key-informants, and focus group were the important ways to gain the data for qualitative research. Then, "*Quantitative Research*" was used in doctoral dissertations by Chirapattanakorn (2009), Prechaporn (2009), Phongsiri (2009), Cheerapakorn (2009), Chirinang (2007), Poopunsri (2009), Monkolpitaksuk(2008), Sasithornsaovapa(2009), Chiamchitrong (2010), Intrawong (2009), and Punthai (2009), including "Survey Research" which was used in Poopatanapong's dissertation, and Poomkaew's dissertation.

Particularly, "Descriptive and Inferential Statistics" was used for analysis in the final step of Homsettee (2006), and Poopatanapong (2007). Normally, foundation statistics were used for "Descriptive Statistics" composed of percentage, mean, Standard Deviation (SD), while "Inferential Statistics" composed of Factor analysis, F-test, correlation, and multiple regression appeared in Chirapattanakorn's dissertation, Phongsiri's dissertation, and Punthai's dissertation. Especially, multiple regression also was used by Sangmahachai (2009), and Punthai (2009). While MANCOVA was used for analysis in Cheerapakorn (2009), then Canonical Correlation with MANOVA was used by Sasithornsaovapa (2009), and Monkolpitaksuk (2008). Linear Structural Relationship Model was used in

Prechaporn's dissertation. Moreover, Pearson's Product Moment Correlation Coefficient, including Normal Multiple Regression and Stepwise were used for analysis by Phongsiri (2009), and Poopunsri (2009). Simple correlation analysis, the standard regression coefficient, and path coefficient from the structure equation model also were used by Punthai (2009). Otherwise, a Chi-square test, one-way analysis of variance (ANOVA), and Pearson's Correlation Coefficient were used by Chirinang (2007), Poopunsri (2009), and Monkolpitaksuk (2008).

"Quantitative Research" supplemented with "Qualitative Research" as "Mixed Methods" were found in doctoral dissertations by Thongkleeb (2007), Homsettee (2006), Pisitsupamitr (2007), Wittayaudom (2008), Sanprasert (2009), Virasombat (2009), and Sangmahachai (2009). Particularly, the Statistical Package for the Social Sciences (SPSS) is rather a popular program for analyzing "Quantitative Research" data as cited in Poopunsri's dissertation, and others.

Innovations – There are some innovations found in this chapter. *Firstly*, HRM expert lists were referred to in acknowledgement of each doctoral dissertation. *Secondly*, seven groups of "school of thoughts" about HRM were appeared in nearly 20 public organizations following the last elements. *Thirdly*, "postmodern paradigm" was rather outstanding compared to other paradigms in this subfield. *Fourthly*, most organizations are seeking "innovative leader" as mentioned by Rochvatanaboon (2011).

Problems- there are some serious problem about Human Resource Management. *Firstly*, inequity as mentioned by Sompong (2009), and Sangmahachai (2009). *Secondly*, self-awareness of Public Goods and environments as mentioned by Sompong (2009). *Thirdly*, being unable to make ends meet, or have a gap in supply as mentioned by Sompong (2009), including unfair compensation of some occupations such as doctor of medicines or physicians having movement from public hospitals to private hospitals as mentioned by Virasombat (2009). *Fourthly*, value and culture, especially sex discrimination for some tasks and careers as mentioned in Sompong's dissertation. *Fifthly*, recruitment and retention "Talent", including long-term planning as mentioned in Ekkananuwong's dissertation. *Sixthly*, the interference of politicians towards the mechanics and working processes of different public organizations which affected the freedom of decision making of chief executive officers as mentioned by

Poomkaew (2006). *Seventhly*, manpower imbalance between demand and supply of public health as mentioned by Virasombat (2009). *Eighthly*, subordinates have not the opportunity for decision making about compensations and rewards of organizations as mentioned by Sangmahachai (2009).

7.3 Discussion

For the results of the study that appear above, there are some additional special elements that the researcher will explain in this discussion section, as the study found eight doctoral dissertations in ThaiLIS, following the three objectives; 1) *Definition and general contexts of Human Resource Management* 2) *Paradigms, Theories, Methodologies, and Innovations* 3) *Problems*.

First of all, regarding general contexts of Human Resource Management, there are some interesting issues as mentioned below;

Definition and general contexts of Human Resource Management, Oxford Dictionary (2014) gave a definition of Human Resource that “*The personnel of a business or organization, regarded as a significant asset in terms of skills and abilities*”, and further explains that “*The department of a business or organization that deals with the hiring, administration, and training of staff*” Moreover, for Human Resource Management, there are some experts who gave the following definition “*Human resource management (HRM, or simply HR) is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives*” as stated by Johnson (2009). Then, *Human Resource is primarily concerned with how people are managed within organizations, focusing on policies and systems*” as stated by Collings and Wood (2009). Regarding the term Human Resource, Paauwe and Boon (2009) stated that “*HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems*”, while Klerck (2009) stated that “*HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws*”.

Therefore, from many terms of Human Resource Management, or Human Resource that are referred to by different experts in HRM as mentioned above, the study concludes that “*HRM or HR is personnel, department, or a function of a business or organization which focusing on policies, systems, and laws. Particularly, dealing with skills and abilities, the hiring, administration, and important activities; recruitment, training and development, performance appraisal, compensation and rewarding*”.

The second objective that was studied; *Paradigms, Theories, Methodologies, Innovations* is discussed as follows;

Paradigms, regarding history as a paradigm perspective of Human Resource Management Ketsuwan (2011, p.145) stated that bureaucracy has a large scope in employment, concerned with many processes; *recruitment, selection, training, take a position, and retirement*, related with 4 HRM processes which as stated by Richardson and Baldwin (1976, pp.225-239) were composed of *position classification, employment processes, post-employment activities, and unplanned events* as cited in Ketsuwan (2011, pp.153-158). Particularly, internal and external environments which have more direct and indirect towards changing of all processes.

However, 4 HRM processes as mentioned above were explained more that 1) position classification which was concerned with position description, qualifications, pay grade with maximum and minimum range 2) employment processes was composed of *recruitment* such as head hunting, and positive approach, *selection* such as performance test, reference checks, evaluation of education and experience, written and oral examinations, and *appointment* such as rule of three, and probation 3) *post-employment activities* such as training, organization development, evaluation, promotion, and discipline and 4) *unplanned events* such as reclassification problem, space problem, interpersonal conflict, grievance procedure, motivation, counseling, and guidance.

However, Derek and Hall (1991) cited in Ketsuwan (2011, p.145) also stated in addition that Personnel Administration has emerged since 1930 which was specific to administrations. Then, Human Resource Management (HRM) emerged since 1960 for which HRM was just as popular round 20-30 years later. Particularly, HRM specific to both policy and administration, including “Value” and

“Competency” of Humans in the past, associated with Farnham as cited in Hughes (2003, p.156) categorized roles and authorities of HRM for 5 issues; *more strategic, more rationalist, more flexible, dualist (high position is collective bargaining, while subordinate is contracts, and leading edge organization* (Ketsuwan, 2011, p.146).

In addition, Felix and Lloyd (1976, pp.1-3) as cited in Ketsuwan (2011, pp.149-150) also suggested 4 effective ways for HRM; *merit principle, open competition, welfare concepts of public employment, and service in the armed forces*, associated with 6 principles of merit system by US. Civil Service Commission as stated by Stahl (1983, p.36) which were composed of *adequate publicity, opportunity to apply, realistic standards, absence of discrimination, ranking on the basis of ability, and knowledge of results* as cited in Ketsuwan (2011, pp.150-151). Otherwise, In Thailand, HRM just formally emerged by The Office of the Civil Service Commission since King Rama VII (Prapoklao), despite the preceding King Rama V (Chulalongkorn) who began human rights for people such as get rid of “slave system”.

Theories – Major theories that were found in doctoral dissertations about Human Resource Management were concerned with the titles, and paradigms as mentioned already in the former chapter. However, there are many theories were used to supplement major theories both theories and strategies. Theories include *Buddhist Economics, Learning theory, psychology theory, decision making model, rational model, administrative and political models, grounded theory, contingency theory, case study, Innovative Leader Model*, while, basically theories such as *System theory* was used in Takawicharna’s dissertation. While, interesting strategies such as *strategic management, demand and supply strategy, Balance Scorecard, Key Performance Indicator: KPIs, and 360 degree evaluation and empowerment* were theories and strategies also well known by scholars.

Methodologies depends on the design of the research as mentioned already in the previous chapter, particularly in this chapter the study found that more than a half of 24 doctoral dissertations in HRM used “Quantitative Research”. While, “Mixed Methods”, and “Qualitative Research” were found with 7 titles, and 4 titles respectively.

Innovations – There were some innovations found in this chapter. *Firstly*, HRM expert lists were referred in acknowledgement of each doctoral dissertation. *Secondly*, seven groups of “school of thoughts” about HRM appeared nearly for 20 public organizations following the last elements. *Thirdly*, “postmodern paradigm” such as feminine, and competencies appeared in some doctoral dissertations in HRM rather more than other paradigms in this subfield.

Problems- there were many problems in Human Resource Management. Particularly, the interference of politicians towards the mechanics and working processes of different public organizations which affected the freedom of decision making of chief executive officers was the serious problem which was not only found in HRM subfield but also other PA subfields as mentioned in the former chapters. For economic problems such as being unable to make ends meet, or have a gap in supply, unfair compensation of some occupations. There were social, cultures, and environment problems such as sex discrimination for some tasks and careers, inequity, and self-awareness of Public Goods and environments. Especially, real HRM problems such as recruitment and retention “Talent”, manpower imbalance, subordinates have not opportunity for decision making about compensations and rewards of organizations, including unplanned events as already mentioned above.

7.4 Conclusion and Suggestions

Personnel Administration in bureaucracy was established since Max Weber set up bureaucracy system which higher stability than employment in the recently but rather strict to rules and laws as “iron cages”, and spoiled system, including pointed out to expenditures of budgeting than outputs and outcomes with non-parameters. Therefore, Personnel Administration was developed by Human Resource Management in 1970s till nowadays by using efficiency and effective strategies, clarifying parameters of plans and outputs, merit system, more flexible, and principle of competencies, which can incentivize quality employees’ decisions to sign contracts with public organizations under contingency situations depending on 4 major factors; *economic, social, politic, and environments*.

Particularly, rules and laws of bureaucracy are nowadays also related with industrial relations similarly to private organizations in order to survive among changing internal and external environments. However, Ketsuwan (2011, p.162) gave notice that HRM is reforming which is something of a paradox with both incentives and non-incentives, which may confuse employees with uncertainty of positions and employment sometimes under globalization.

Moreover, there were some suggestions from researchers to construct and develop HRM in the following ways; for *development*, especially the “leaders” as Poopatanapong (2007) suggested the ways to develop instructors in Higher Education Institutions is that executive managers should give opportunities and academic freedoms for them as much as possible. Otherwise, Takawicharna (2007) suggested that stakeholders should bring religion philosophy and ethics such as “Sufficiency Economy philosophy” by The King Rama IX in order to develop Human Resource in different groups; *individuals, groups, and organizations* for long-term sustainability. This is associated with the suggestion by Cheerapakorn (2009) who stated that subordinates also wish to collaboratively work together with ethical leaders associated with the suggestion by Thongkleeb (2007) who stated that public sectors should work with “Proactive” to recruit “Talent” and “Innovative Leader” as suggested by Ekkananuwong (2010), and Rochvatanaboon (2011). Particularly, “mentors” who are the major factor to support new generations in public organizations as Rochvatanaboon (2011) suggested.

For development employment processes; some researchers suggested that governments should expand retirement of some careers at 65-70 years. While, Homsettee (2006) suggested that “competency-base-learning” should be used for the development of middle-executive. Particularly, “Planning” in short-term, middle-term, and long-term are important for all processes of Human Resource Management as suggested by Ekkananuwong (2010). Moreover, he also suggested term limitation of taking a position of chief executive managers of public organizations should be no more than 8 years or two continuous periods, and seriously use “Governance” related with opinions by Pisitsupamitr (2007), Sompong (2009), and Sanprasert (2009). Especially participation and monitoring which are the heart of democracy in public

organizations, including adaptation structures of authority in respect to bureaucratic management.

For *Construction*, Pisitsupamitr (2007) suggested that “Trade Union” has more influences towards Human Resource Planning and Career Path of government officers and stakeholders, associated with suggestions by Sompong (2009) where she weighs three dimensions; *network, economic, and cultures*. Especially, “community network” is the power factor to construct and develop feminine leaders, through driven activities of groups continuing as Thongkleeb (2007), and Sompong (2009) suggested, and “business network” as suggested by Ekkananuwong (2010), including “collaboration network” of different sectors as suggested by Sanprasert (2009). Otherwise, governments should be mentors and provide sufficient budgeting for them associated with the motto “no one size fits all”, under uncertainty of internal and external environments together which “contingency theory”, and “open-system theory” can support towards decision making of the leaders in public organizations as was stated by Rochvatanaboon (2011), and Intrawong (2009). Finally, the best way to construct HRM is balancing between “work” and “life” as suggested by Virasombat (2009).

CHAPTER VIII

RESULTS-POLICY ANALYSIS

“Policy Analysis” is one of the five major PA subfields identified by Shafritz and Hyde (2007); 1) Public budgeting 2) Ethics in public administration 3) Human resource management 4) Policy analysis, and 5) Organizational Theory in Public Administration. There follows some interesting information about Ethics which was found in 35 titles from the total of 155 doctoral dissertations.

8.1 Surveying data in Policy Analysis

In order to answer research questions that follow objective I (to study overview of Policy Analysis from Thai doctoral dissertations in Public Administration between 2005 and 2012), objective II (theories, methodologies, and innovations) and objective III (problems). Then, the results of the study were investigated and reviewed by the popular PA Policy Analysis experts. The researcher will analyze, synthesize and discuss the results of five PA subfields and PA curriculum as the PA holistic research in the final chapter.

Table 8.1 Surveying data Policy Analysis

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
1	สุมิตรา เจริญพันธ์ Sumittra Jhermpun	2009	ความสำเร็จของการนำนโยบายประหยัดพลังงานไปปฏิบัติในภาคราชการ Success in Implementing the Policy of Energy Conservation in the Public Sector	Ramkhamhaeng University	8	3	1) Suchitra Punyaratabandhu. 2) Tipparat Laohavichien
2	ชาญเวช บุญประเดิม Chanvech Boonpradern	2010	ประสิทธิภาพการนำนโยบายการควบคุมมลพิษทางอากาศไปปฏิบัติของนิคมอุตสาหกรรมมาตพุด The Implementation Effectiveness of the Air Pollution Control Policy of the Map Ta Phut Industrial Estate	Ramkhamhaeng University	6	3	Rayong Governor
3	จุมพล ไชยวงศ์ Jumpol Chaiwong	2010	การบริหารโครงการพัฒนาขององค์การภาคที่สามบนพื้นที่สูงภาคเหนือตอนบนของไทย The Management of Third Sector Highland Development Projects in the Upper Northern Region of Thailand	Ramkhamhaeng University	5	3	1) Woradej Chanthason 2) Prakorn Siriprakob

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
4	สุดานอม ต้นเจริญ Sudhanom Tancharoen	2008	ระบบการบริหารผลการปฏิบัติงานของ สถาบันอุดมศึกษาในประเทศไทย : ศึกษา เฉพาะกรณีจุฬาลงกรณ์มหาวิทยาลัยและ มหาวิทยาลัยเคเอ็มเอชเคเอ็น Performance Management Systems in Higher Educational Institutions in Thailand: A Case Study of Chulalongkorn University and South-East Asia University	Ramkhamhaeng University	6	2	1) Suwannee Sangmahachai 2) Noppadol Soonthornon
5	พรนิลชัย นิตโรจนา Pannilai Nitirochana	2008	การนำนโยบายการจัดระเบียบบาทราษฎร์แห่ง กรุงเทพมหานครไปปฏิบัติ The Implementation of Bangkok Metropolitan Administration's Street Vending Policy	Ramkhamhaeng University	6	3	1) Udom Thumkosit 2) Pad Lavankura
6	สาทิท วงศ์อนันต์นนท์ Satit Vongannon	2009	รูปแบบและวิธีการประเมินผลการปฏิบัติ ราชการของส่วนราชการส่วนกลางของไทย Patterns of Assessment of the Performance of Organs of the Thai Central Government	Ramkhamhaeng University	5	3	1) Pichit Pitaktepsombat 2) Ravipa Thummachot

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
7	สุภัทร จำปาทอง Suphat Champatong	2010	การนำนโยบายเงินทุนหมุนเวียนเพื่อพัฒนาสถาบันอุดมศึกษาเอกชนไปปฏิบัติ The Implementation of Working Capital policy in Private University Development	Ramkhamhaeng University	6	3	1) Surapol Kanjanajitra 2) Thawin Nilbai
8	จตุรนต์ จันทร์มาต Jaturon Janramard	2010	การนำนโยบายการบริหารอุทยานแห่งชาติไปปฏิบัติ The Implementation of National Park Management Policy	Ramkhamhaeng University	5	3	National Park
9	โรซ่า แมรี่ แสงสันติธรรม Rosa Mary Saengsanthitham	2007	การนำพระราชบัญญัติส่งเสริมและรักษาคุณภาพสิ่งแวดล้อมแห่งชาติ พ.ศ. 2535 ไปบังคับใช้ : กรณีศึกษาเกาะพระทอง จังหวัดพังงา Enforcement Of the National Environmental Quality Act (1992) : A Case Study of Phra Thong Island , Phang-Nga Province	Ramkhamhaeng University	6	3	1) International Organization 2) Ministry of Natural Resources and Environment 3) Private Development Organization

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
10	เกศราภรณ์ สัตยาศัย Katecharaporn Sattayachai	2010	การนำนโยบายการเพิ่มพื้นที่สีเขียวของกรุงเทพมหานครไปปฏิบัติ The Implementation of the Bangkok Metropolitan Administration Policy to Increase Green Areas	Ramkhamhaeng University	5	3	1) Pichit Pitaktepsombat 2) Prasarnchok Thuwanuthi
11	ประวีตร ไร่รุ่งเรืองกุล Pravit Wirungruangkul	2010	การก่อตั้งของนโยบายเปิดเสรีค้าปลีกค้าส่งของรัฐบาลพลเอกชาติชาย ชุณหะวัณ (พ.ศ.2531-2534) The Formation of Free Trade Policy on Retailing and Wholesaling by the Government of General Chatchai Chunhawan (1988-1991)	Ramkhamhaeng University	6	3	1) Woradej Chanthason 2) Prachak Sapmanee
12	วิฑูรย์ สิมะโชคดี Witoon Simachokedee	2007	พัฒนาการของนโยบายคุณภาพการบริหารจัดการภาครัฐ The Development of Public Sector Management Quality Policy	Ramkhamhaeng University	5	3	1) Tippawan Lorsuwannarat 2) Suchart Sriyaranya

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
13	สันทิตย สงวนศักดิ์ Sanhataya Sanguansak	2007	ปัจจัยสำคัญที่ส่งผลกระทบต่อโครงสร้างประสิทธิผลของการนำนโยบายการส่งบริการสังคมแก่ผู้สูงอายุไปปฏิบัติ : ศึกษากรณีกรุงเทพมหานคร Effectiveness of the Implementation of Social Services Delivery for Ageing Policy: A Case Study of the Bangkok Metropolitan Administration	Ramkhamhaeng University	5	3	1) Ekkaphon Rakkhwamsuk 2) Kitiphong Sumiphian
14	อานัฐชัย รัตตกุล Anatchai Rattakul	2008	นโยบายการขนส่งมวลชนของประเทศไทย : กรณีศึกษาระบบรถไฟฟ้าขนส่งมวลชนสาธารณะ Thailand Mass Transit Policy: A Case Study of Rail Mass Rapid Transit	Ramkhamhaeng University	7	3	Somporn Sangchai
15	กมลพร กัลยานมิตร Kamolporn Kalyanamitra	2007	การนำนโยบายอยู่ดีมีสุขไปปฏิบัติในจังหวัดนนทบุรี Well-being Policy Implementation in Nonthaburi Province	Ramkhamhaeng University	6	3	1) Pichit Pitaktepsombat 2) Nattha Vinjainaiyapak 3) Ministry of Interior

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
16	ธีรพร วัฒนกุล Teeratom Wattanakull	2006	การกำหนดนโยบายในการจัดตั้งสถาบันประกันเงินฝาก Policy Formulation in Deposit Insurance Corporation	Ramkhamhaeng University	7	3	1) Rumjuan Benjasiri 2) Boonlert Pairindra 3) Thaweesak Manakhul
17	ศรัณย์ ฐิตารีย์ Saran Thitaree	2007	การนำนโยบายสร้างที่อยู่อาศัยผู้มีรายได้น้อยไปปฏิบัติ : กรณีศึกษาโครงการ บ้านเอื้ออาทร An Implementation of the Low Income Housing Policy: A Case Study of the Baan Eua-Arthorn Project	Ramkhamhaeng University	6	3	National Housing Authority
18	ภาณุวัฒน์ ปานเกต Panuwat Panket	2007	การบริหารโรงพยาบาลชุมชนภายใต้นโยบายการสร้างหลักประกัน สุขภาพถ้วนหน้า Community Hospital Management Under the Universal Coverage Health Care Policy	Ramkhamhaeng University	5	3	Community Hospital

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
19	สนอง ดีประดิษฐ์ Snong Deepradist	2006	การบรรจุเป้าหมายในการปฏิบัติงานของมหาวิทยาลัย : ศึกษาเปรียบเทียบ ม.มหามกุฏราชวิทยาลัย ม.อัสสัมชัญ และม.พายัพ Achievement of University Administrations: A Comparative Study of Mahamakut Buddhist University, Assumption University and Payap University	Ramkhamhaeng University	6	3	1) Mahamakut Buddhist University 2) Assumption University 3) Payap University
20	ภูวนิดา คุณคณิน Pooanida Kunpalin	2007	การบริหารการพัฒนาเขตเทศบาลนครกรุงเทพมหานคร Development Administration in Bangkok Metropolitan Area: A Case Study of the Integrated Tourism Strategies	Ramkhamhaeng University	9	3	1) Vipom katekao 2) Tipparat Bubpasiri
21	วัชรพงษ์ สุกิจจานนท์ Vacharapong Sukitjanont	2010	การประเมินผลการเปลี่ยนแปลงการปฏิบัติงานภาครัฐ : กรณีศึกษาการปฏิรูปและการพัฒนาระบบราชการ พ.ศ. 2545-2550 The Evaluation of Changes in Performance in the Public Sector: A Case Study of Public Sector Reform and Development in the Period Between 2002 and 2007	Ramkhamhaeng University	5	3	1) Nattha Vinijnaiyapak 2) Woradej Chanthason 3) Thipawadee Meksawan 4) Twarath Sutabutr 5) Mana Nitikul.

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
22	พัชรวิทย์ปิยะโศกตศรตร์ Patcharawat Piyaosotsan	2006	ยุทธศาสตร์การพัฒนาการออมภาคประชาชน : ศึกษาเฉพาะกรณีการประกันชีวิต Strategies on Development of Public Saving Study in Life Assurance	Suan Dusit Rajabhat University	7	1	1) Vachara Impitaks 2) Sit Leekhao
23	จอมสิงห์น้อย Chom Singnoi	2006	การนำนโยบายการจัดระเบียบสังคมของรัฐไป ปฏิบัติ: กรณีศึกษา ยุทธศาสตร์การพัฒนา พฤติกรรมนักเรียนอาชีวศึกษาของสถาบันการ อาชีวศึกษาจังหวัดนครสวรรค์ The implementation of social reform policy: A case study of the development strategy of the students behavior in the Institute of Nakhonsawan vocational education	Suan Dusit Rajabhat University	5	1	1) Kanokporn Pichai 2) Sanjai Wongthanaboon 3) Jaroon Getthabthim
24	สงคราม เสงี่ยมพัทตร์ Songkhram Sangiampak	2006	ยุทธศาสตร์การจัดการความปลอดภัยทางถนนของ ไทย : ศึกษากรณีการบังคับใช้กฎหมายในการตรวจจับผู้ขับ ขี่ที่ดื่มเครื่องดื่มแอลกอฮอล์ The Strategic Management of Road Safety in Thailand : A Case Study of Law Enforcement for Drunk Driver Control	Suan Dusit Rajabhat University	6	1	1) Panu Kerdlappol 2) Karoon Buaphum

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
25	วินัย ภูประชาทรกุล Vinai Pooprachatrakool	2006	ยุทธศาสตร์การบริหารแบบบูรณาการด้านการท่องเที่ยวขององค์การบริหารส่วนจังหวัด 3 จังหวัดภาคใต้ศึกษาเฉพาะกรณีจังหวัดสุราษฎร์ธานี นครศรีธรรมราช และกระบี่ Integration Management Strategies on Tourism of Provincial Administrative Organization in The three Provinces : The Case of Surat Thani, Nakhon Si Thammarat and Krabi Provinces	Suan Dusit Rajabhat University	5	1	1) Ponlasit Noochoochai 2) Somsak Sethanan
26	ธวัชชัย ธรรมรักษ์ Thawatchai Thamarux	2006	ยุทธศาสตร์การบริหารการปกครองแบบพิเศษเมือง ปริมณฑล ศึกษากรณีจังหวัดปทุมธานี The New Model of the Local Administrative Management Strategy Bangkok Surrounding Provinces The case study of Pathumthani Province	Suan Dusit Rajabhat University	6	2	1) Chaiwat Hutacharoen 2) Chanchai Sunthonmat

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
27	ถาวร เกียรติไชยกร Thaworn Kietchaiyakorn	2006	ยุทธศาสตร์กระบวนการนำนโยบายวิทยาศาสตร์และเทคโนโลยีไปปฏิบัติ: กรณีศึกษาแผนยุทธศาสตร์ด้านวิทยาศาสตร์และเทคโนโลยีแห่งชาติ พ.ศ. 2547-2556 Strategic Implementation Process for Science and Technology Policy: A Case study of Thailand's Science and Technology Strategic Plan year 2004-2013	Suan Dusit Rajabhat University	6	3	1) Pongtep Antarikanonda 2) Romson Ninpong 3) Suphsorn Chayovan 4) Pannee Suanpang 5) Gorges Hour
28	ทรงวุฒิ ไกรภัสสรพงษ์ Songwoot Graipaspong	2005	มิติใหม่ของนโยบายรัฐในการเสริมสร้างความสามารถในการแข่งขันของอุตสาหกรรมเหล็กและเหล็กกล้าไทย New Dimensions of Government Policy in Strengthening the Competitiveness of Thailand's Iron and Steel Industry	Suan Dusit Rajabhat University	6	2	1) Phibulsak Arthabawornpisarn 2) Vichit Vuthisombut

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
29	นิวัตน์ Sawatkaew Niwat Sawatkaew	2006	นโยบายการพัฒนาชุมชนข้อมูลการบริหารงานภาครัฐเพื่อแก้ไขปัญหาความยากจน Development Policy of the Governmental Information Center for Poverty Solving	Suan Dusit Rajabhat University	9	1	1) Chaiwat Hutacharoen 2) Chanchai Sunthonmat
30	วรากร คำสิงห์นอก Vorrakorn Kumsingnok	2007	ยุทธศาสตร์การพัฒนาการเมืองการมีส่วนร่วมของประชาชนเพื่อสร้างพรรคการเมืองอย่างยั่งยืน The Development of Civic Participation Strategy for Building Stable Political Parties in Thailand	Suan Dusit Rajabhat University	5	2	1) Lert Chainarong 2) Phongpit Roongpao
31	วิชัย ครองยุดี Wichai Khrongyuti	2005	ยุทธศาสตร์ในการถ่ายโอนการจัดการศึกษาขั้นพื้นฐาน ให้แก่องค์กรปกครองส่วนท้องถิ่น : ศึกษากรณี องค์การบริหารส่วนตำบลในภาคตะวันออกเฉียงเหนือ Devolution Strategy For Transferring Basic Education Service Administration to Local Government Organization : A Case Study of Tambol Administration Organizations in the Northeastern Region	Suan Dusit Rajabhat University	7	1	1) Direk Pomsima 2) Hakaun Choopen

Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgedgement
32	ศรีเมือง เจริญศิริ Srimuang Charoensiri	2009	นโยบายวิทยุชุมชนในประเทศไทย Policy for community radio in Thailand	Ubonrachatani University	5	1	1) Aeronautical Radio of Thailand LTD 2) Public Relations Department
33	พรพฐู รูปจำลอง Pornphatu Rupjumlong	2009	กรอบนโยบายเชิงยุทธศาสตร์ในการส่งเสริมการท่องเที่ยวเชิงสุขภาพ Strategic Policy Framework for Health/Wellness Tourism Promotion	National Institute of Development Administration	6	2	1) Wanchai Sirichana 2) Suraphon Svetasreni 3) Ministry of Tourism and Sports

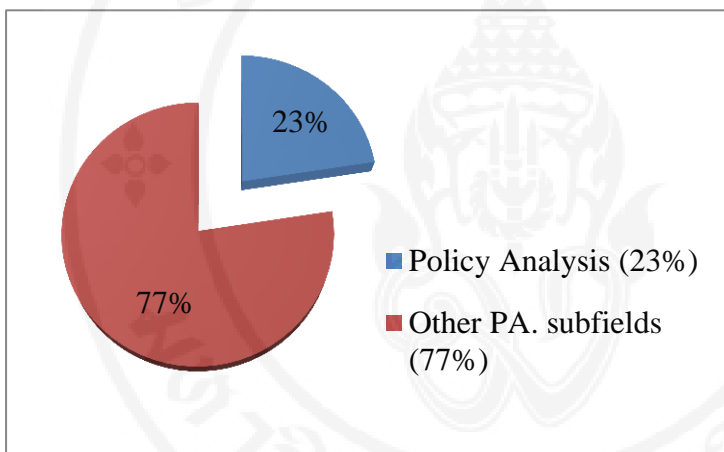
Table 8.1 Surveying data Policy Analysis (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
34	เมทินี พงษ์เวช Maytinee Bhongsvej	2009	การส่งเสริมความเสมอภาคระหว่างหญิงชายใน ภาคราชการ : การวิเคราะห์ที่กระบวนการ นโยบายสาธารณะ Gender mainstreaming in the Thai Civil Service : Policy Process Analysis	National Institute of Development Administration	7	2	1) Pusadee Tamthai 2) Fine Arts Department 3) Cooperative Promotion Department 4) Department of Disaster Prevention and Mitigation 5) Department of Industrial Works 6) Office of The Civil Service Commission 7) Ministry of Social Development & Human Security
35	อุรสา บรรณกิจ โสภณ Urasa Bannakijsophon	2010	ปัจจัยที่มีผลต่อการตัดสินใจลงทุนในตลาด หลักทรัพย์แห่งประเทศไทย Factors affecting investment decision making in the Stock Exchange of Thailand	National Institute of Development Administration	7	3	1) Prasong Vinaiphat 2) the Stock Exchange of Thailand

8.2 The results of the study

8.2.1 Overview of Policy Analysis

As shown in Table 8.1 surveying data in Policy Analysis, consisted of eight elements; 1) number of doctoral dissertations about Policy Analysis 2) researchers' name 3) year of publication and distribution 4) English title 5) name of Higher Education Institution 6) number of chapters 7) number of advisors, and 8) Expert's name referred to in acknowledgements. These elements supported answering the first objective I as follows.



Regarding the first element, the study found 35 doctoral dissertations which were approximately 23% of Thai PA doctoral dissertations between 2005-2012 as shown in Figure 8.1

Figure 8.1 Proportion of Policy Analysis compared to other PA subfields

The second element, researchers' name, can point to the proportion of each sex, and the study found one-third of 35 doctoral dissertations were female researchers. Then, the third element was the year of publication and distribution which found there were 35 doctoral dissertations about "Policy Analysis" and the year 2005 was the oldest, while 2010 was the latest. However, the year 2006 was the highest for publishing with 9 titles, then 2007, and 2010 were the next highest with 8 titles each. The fourth element was the English title. The study found various interesting words composed of policies, projects, strategies, and laws, and policy processes, reform, gender.

For *the fifth element*, the name of Higher Education Institution, the study found that doctoral dissertations about Policy Analysis came from 4 Higher Education Institutions. 21 titles or 60% came from Ramkhamhaeng University, then 10 titles came from Suan Dusit Rajabhat University, followed by 3 titles from National Institute of Development Administration, and just 1 title from Ubonrachatani University which was demonstrated in the table 8.1 above. For *the sixth element*, number of chapters, the study found from 5 to 9 chapters in 35 doctoral dissertations. Regarding *the seventh element*, number of advisors, the study found 2-3 advisors or contributors from doctoral dissertations of Ramkhamhaeng University, then 2-3 advisors from NIDA, 1-3 advisors from Suan Dusit Rajabhat University, and just only one advisor from Ubonrachatani University.

For, *the last element*, expert's name, as referred to in the chapter III (Research Methodology) the study found 54 individual experts, and Policy Analysis experts from nearly 20 public organizations which were concerned with this subfield and which were referred to in the acknowledgements of Policy Analysis doctoral dissertations; 1) Prasong Vinaiphath 2) Pusadee Tamthai 3) Suraphon Svetasreni 4) Wanchai Sirichana 5) Direk Pornsima 6) Hakaun Choopen 7) Lert Chainarong 8) Phongpit Roongpao 9) Chaiwat Hutacharoen 10) Chanchai Sunthonmat 11) Phibulsak Atthabawornpisarn 12) Vichit Vuthisombut 13) Pongtep Antarikanonda 14) Romson Ninpong 15) Suphorn Chayovan 16) Pannee Suanpang 17) Gorges Hour 18) Ponlasit Noochoochai 19) Somsak Sethanan 20) Panu Kerdlappol 21) Karoon Buaphurn 22) Kanokporn Pichai 23) Sanjai Wongthanaboon 24) Jaroon Getthabthim 25) Vachara Impitaks 26) Sit Leekhao 27) Nattha Vinijnaiyapak 28) Woradej Chanthason 29) Thipawadee Meksawan 30) Twarath Sutabutr 31) Mana nitikul 32) Viporn Katekao 33) Tipparat Bubpasiri 34) Rumjuan Benjasiri 35) Boonlert Pairindra 36) Thaweesak Manakhul 37) Pichit Pitaktepsombat 38) Somporn Sangchai 39) Tippawan Lorsuwannarat 40) Suchart Sriyaranya 41) Kittiphong Sumiphan 42) Prachak Sapmanee 43) Pichit Pitaktepsombat 44) Prasarnchok Thuwanuthi 45) Thawin Nilbai 46) Surapol Kanjanajitra 47) Ravipa Thummachot 48) Udom Thumkosit 49) Pad Lavankura 50) Suwannee Sangmahachai 51) Noppadol Soonthornon 52) Prakorn Siriprakob 53) Tipparat Laohavichien 54) Suchitra Punyaratabandhu.

Moreover, the researchers also mentioned PA experts in Ethics as executive managers of different public organizations; 1) *the Stock Exchange of Thailand* 2) *the Map Ta Phut Industrial Estate* 3) *Higher Educational Institution both public universities such as Chulalongkorn University, Mahamakut Buddhist University and Private Universities such as South-East Asia University, Payap University, Assumption University, including the Institute of vocational education* 4) *National Park* 5) *Community Hospital* 6) *Local Government Organizations* 7) *community radio in Thailand* 8) *Ministry of Tourism and Sports* 9) *Aeronautical Radio of Thailand* 10) *Public Relations Department* 11) *Ministry of Industry (Department of Industrial Works)* 12) *National Housing Authority* 13) *Ministry of Interior* 14) *Ministry of Natural Resources and Environment* 15) *International Organization* 16) *Private Development Organization* 17) *Rayong Governor* 18) *Ministry of Social Development and Human Security* 19) *Office of The Civil Service Commission* 20) *Fine Arts Department* 21) *Cooperative Promotion Department* 22) *Department of Disaster Prevention and Mitigation*. Finally, Prof. Dr. Supachai Yavaprabhas was selected from the study for an in-depth interview by purposive sampling.

8.2.2 Paradigms, Theories, Methodologies, and Innovations

Paradigms – policy processes was the important paradigm which appeared in the most doctoral dissertations in Policy Analysis, and was composed of; *formation, decision making, implementation, enforcement, evaluation, assessment, and Policy Process Analysis*, including various *policies, projects, strategies, and laws*. Moreover, there were other paradigms such as *democracy paradigm* and *postmodern paradigm* about “gender equality” which appeared in Bhongsvej’s dissertation.

Theories – major theories that were found in doctoral dissertations about Policy Analysis were composed of public *policy processes; formation, decision making, implementation, enforcement, evaluation, assessment, and Policy Process Analysis*, including a various of *policies, projects, strategies, and laws*. For *Policies* were composed of *policy of energy, the air pollution control policy, Bangkok Metropolitan Administration's Street Vending Policy, Working Capital Policy, National Park Management Policy, the Enhancement and Conservation of National*

Environmental Quality Act (1992), Free Trade Policy, Bangkok Metropolitan Administration Policy, Public Sector Management Quality Policy, Social Services Delivery for Ageing Policy, Well-being Policy, Thailand Mass Transit Policy, the Low Income Housing Policy, Life Assurance, social reform policy, the Universal Coverage Health Care Policy, Government Policy, Development Policy, Science and Technology Policy, Policy for community radio in Thailand, Strategic Policy Framework for Health/Wellness Tourism Promotion, and New Public Management (NPM).

Then, Project such as third sector highland development projects. Strategies were composed of the Integrated Tourism Strategies, Strategies on Development, the development strategy, The Strategic Management of Road Safety, Integration Management Strategies, the Local Administrative Management Strategy, Strategic Implementation Process, Thailand's Science and Technology Strategic Plan year 2004-2013, The Development of Civic Participation Strategy, Devolution Strategy, including PMQA (Public Sector Management Quality Award) was used by Panket (2007), and Simachokedee (2007), Strategic Management was used by Sukitjanont (2010). Moreover, Total quality management (TQM), and Thailand International Public Sector Standard. Thailand International Public Sector Standard Management System and Outcomes (PSO), ISO 9000, Results-based management (RBM) also was found in Simachokedee's dissertation. While, Matrix organization which is specific to project decentralization, and sufficiency economic were found in Chaiwong's dissertation. The last was about Laws such as Law Enforcement for Drunk Driver Control.

Other theories; Goal Achievement, Development Administration, Public Sector Reform and Development, Public Saving, performance management systems, Community Hospital Management, and Gender mainstreaming, including theories were used in Rujjulong's dissertation such as North American Stakeholder Model, Porter's Diamond Model, Competitive Advantage of Nations, Balanced Scorecard Perspectives, Thailand's Iron and Steel Development Wheel Model, and Industry Networking Model were used by Graipasong (2005), Thaworn Kietchaiyakorn's SEDMAR+GNH Model was mentioned by Kietchaiyakorn (2006). Classic theory as Top Down Analysis still was used in Bannakijphon's dissertation. Moreover, Elite Model, and Institutional Model are important factors towards success of policy making

as mentioned by Wattanakull (2006), and Wirungruangkul (2010), including *Group Theory*, *System Theory* as was used by Wirungruangkul (2010), *Organization Behavior* as was used by Sukitjanont (2010).

Methodologies – specifying use of “*Qualitative Research*” appeared in doctoral dissertations by Bhongsvej (2009), Rupjumlong (2009), Charoensiri (2009), Sawatkaew (2006), Kietchaiyakorn (2006), Thamarux (2006), Pooprachatrakool (2006), Singnoi (2006), Piyaosotsan (2006), Sukitjanont (2010), Kunpalin (2007), Deepradist (2006), Wattanakull (2006), Rattakul(2008), Sanguansak(2007), Simachokedee (2007), Wirungruangkul (2010), Champatong (2010), Tancharoen (2008), Chaiwong (2010). Particularly, documentary research, in-depth interview which is specific to key-informants were the important ways to gain the data for qualitative research in most doctoral dissertations. Moreover, focus group was found in Deepradist’s dissertation, including participatory observation, and non-obtrusive observation also were used in Chaiwong (2010). “Case study” was used in Bhongsvej’s dissertation, and EDFR (Ethnographic Delphi Futures Research) was used in Kunpalin’s dissertation. Particularly, foundation statistics were used for “Descriptive Statistics” composed of percentage, mean, Standard Deviation (SD), and content analysis were used by Deepradist (2006), and Kalyanamitra (2007).

“*Quantitative Research*” was used in doctoral dissertations by Vonganannon (2009), and Jhermpun (2009). Particularly, Inferential Statistic was composed of Stepwise, and multiple regression as used by Kalyanamitra (2007), Janramard (2010), and Khrongyuti (2005). One-way analysis of variance (ANOVA) was used in Sangiampak’s dissertation, and Khrongyuti’s dissertation, chi-square was used by Kumsingnok (2007). Scheffe's test, a method for adjusting significance levels in a linear regression analysis was used by Jhermpun (2009) in order to test any comparisons that appeared interesting, and Pearson’s Product Moment Correlation Coefficient was used by Janramard (2010). Moreover, Simple correlation analysis was used by Thitaree (2007).

“Quantitative Research” supplemented with “Qualitative Research” as “*Mixed Methods*” were found in doctoral dissertations by Bannakijsophon (2010), Khrongyuti (2005), Graipaspong (2005), Sangiampak (2006), Thitaree (2007), Kalyanamitra (2007), Sattayachai (2010), Saengsanthitham (2007), Janramard (2010),

Nitirochana (2008), Boonpradern (2010), and Kumsingnok (2007). While, SWOT was used in Sattayachai's dissertation. Particularly, the Statistical Package for the Social Sciences (SPSS) is rather a popular program for analyzing "Quantitative Research" data, and Stepwise was used by Sattayachai (2010), and Kalyanamitra (2007).

Innovations – There are some innovations found in this chapter. *Firstly*, Policy Analysis expert lists were referred to in the acknowledgement of each doctoral dissertation. *Secondly*, seven groups of "school of thoughts" about Policy Analysis appeared in more than 20 public organizations following the last elements. *Thirdly*, "postmodern paradigm" was appeared in some doctoral dissertation in Policy Analysis such as "gender equality" as studied by Bhongsvej's dissertation.

Problems- there were many problems in Policy Analysis composed of; *Firstly*, uncertainty situations such as economic fluctuations of the world which have effects on investment in the Stock Exchanges as mentioned by Bannakijsophon (2010). *Secondly*, ambiguity of policies which is difficult to implement as mentioned by Bhongsvej (2009), and Kietchaiyakorn (2006), including ambiguity of constitution and unapproved laws to support community radio as mentioned by Charoensiri (2009), and unconformity of Policy as mentioned by Khrongyuti (2005). *Thirdly*, ineffective laws about tourism and environments as mentioned by Pooprachatrakool (2006), and Janramard (2010), including some penalty of Thai laws and regulations rather softer than developed countries such as drunk policies as mentioned by Sangiampak (2006), then interpretation of laws with different reasonable and perspectives which are difficult to enforce as mentioned by Khrongyuti (2005). Particularly, misunderstanding and ambiguity of law about Life Assurance as mentioned by Piyaosotsan (2006), about performance appraisal as mentioned by Tancharoen (2008), about environments as mentioned by Saengsanthitham (2007), and about the devolution of education as mentioned by Khrongyuti (2005).

Fourthly, awareness of some interest groups; private investments, foreign investors, and political pressure groups for public interests as mentioned by Bannakijsophon (2010), and Khrongyuti (2005), including, inequality of Gender as stated by Bhongsvej (2009). *Fifthly*, lack of effective between policy making and implementation of policy processes as mentioned by Bhongsvej (2009), Piyaosotsan

(2006), Khrongyuti (2005), and Sawatkaew (2006), including street vending policy not associated with different problems in each area as mentioned by Nitirochana (2008). *Sixthly*, the interference of politicians towards the mechanics and working processes of different public organizations which affected the freedom of decision making of chief executive officers as mentioned by Wattanakull (2006), and Deepradist (2006). *Seventhly*, public sectors lack of technocrats and strategies for supporting “Health Tourism” such as Thai Traditional Medicine Program as mentioned by Rupjumlong (2009), Pooprachatrakool (2006), Piyaosotsan (2006), Simachokedee (2007), and Khrongyuti (2005). *Eighthly*, competition, superimposed pattern, public security, and signal disturbing of Aeronautical Radio of Thailand as mentioned by Charoensiri (2009). *Ninthly*, imbalance between demand and supply of Community Radio, especially lots of suppliers than make demands on each community, including latent benefits for political issues of local politicians, and entrepreneurs as mentioned by Charoensiri (2009). *Tenthly*, ineffective policy enforcement in the implementation process of government officers as mentioned by Sangiampak (2006).

Eleventh, lack of marketing network such as Small and Medium Enterprises (SMEs) as mentioned by Rupjumlong (2009). *Twelfth*, problems of information and public relation as mentioned by Sangiampak (2006), Pooprachatrakool (2006), Piyaosotsan (2006), Tancharoen (2008), Wattanakull (2006), Chaiwong (2010), Saengsanthitham (2007), Janramard (2010), and Kalyanamitra (2007), including lack of surveying data system about statelessness as mentioned by Chaiwong (2010), and knowledge and understanding about evaluations of government officers as mentioned by Vonganannon (2009). *Thirteenth*, lack of participation, and collaboration of different sectors as mentioned by Sangiampak (2006), Khrongyuti (2005), Kumsingnok (2007), Thamarux (2006), Kietchaiyakorn (2006), Tancharoen (2008), Chaiwong (2010), Piyaosotsan (2006), Vonganannon (2009), Sukitjanont (2010), and Thamarux (2006).

Fourteenth, unity problem for controlling and monitoring projects and activities among many public organizations, and other sectors as mentioned by Sangiampak (2006), Pooprachatrakool (2006), and Kietchaiyakorn (2006). *Fifteenth*, insufficient budgeting, and other support from governments as mentioned by Pooprachatrakool (2006), Khrongyuti (2005), Thamarux (2006), Kietchaiyakorn

(2006), Nitirochana (2008), Chaiwong (2010), Janramard (2010), Simachokedee (2007), Deepradist (2006), and Kalyanamitra (2007). *Sixteenth*, unstable Thai government, particularly changing new government before maturity occurs as mentioned by Rupjumlong (2009). *Seventeenth*, “credibility gap” of people towards agents, and organizations of Life insurance businesses as mentioned by Piyaosotsan (2006). *Eighteenth*, lateness and uncovering of problem solving as mentioned by Thamarux (2006), and Kietchaiyakorn (2006). *Nineteenth*, structure problems about Health, Environment, Education, and Organization affect competition of Science and Technology as mentioned by Kietchaiyakorn (2006), Chaiwong (2010), Simachokedee (2007), and Sukitjanont (2010).

Twentieth, conflicts of interest groups about glossary land tenure for earning a living as mentioned by Saengsanthitham (2007), and Janramard (2010), related with problem of “Transparency” which is a type of “Governance”, especially construction of houses which is not allocated and corresponding to the needs of the general public as mentioned by Thitaree (2007), Sukitjanont (2010), and Khrongyuti (2005). *Twenty first*, a huge amount of modern trade stores which have more effect on adaptation and survival of traditional stores as "Big fish eat little fish" as was mentioned in Wirungruangkul's dissertation. *Twenty-second*, problems of standard evaluations, and too many indicators, including bias which is usually found in the results of self-assessment reports (SAR) as mentioned by Vonganannon (2009). *Twenty-third*, time constraint problem of doing projects as mentioned by Kalyanamitra (2007), including delaying of problem resolving of big city around Bangkok as mentioned by Thamarux (2006). *Twenty-four*, unworkable and lack of quality of educational management as mentioned by Khrongyuti (2005). *Lastly*, both General managers and personal education disagree about educational devolution according to the uncertainty towards position status, career path, under management by Sub-district Administrative Organization (SAO) as mentioned by Khrongyuti (2005).

8.3 Discussion

For the results of the study that appear above, there are some additional special elements that the researcher will explain in this discussion section, as the study found eight doctoral dissertations in ThaiLIS, following the three objectives; 1) *Definition and general contexts of Policy Analysis* 2) *Paradigms, Theories, Methodologies, and Innovations* 3) *Problems*.

Regarding general contexts of Policy Analysis, there are some interesting issues as mentioned below;

First of all, *background of Public Policy* which Ketsuwan (2011, pp.211-212) stated that Public Policy emerged under “Policy Sciences” which was the result from presenting “The Policy Sciences” by Learner and Lasswell in 1951. Then, Lasswell was esteemed as “the modern-day founder of policy”. However, in Lasswell’s perspective, he believed that Policy Sciences will develop to a general theory of choices, while Ketsuwan (2011, p.213) additional stated that Public Sciences cover many parts both democracy and humanism, which is specific to construct a theory of choices in order to support decision making of governments, then take Public Policy to respond to the needs of state and citizens. For this reason, there was interpretation and different groups of Public Policy Analysis after that, associated with a term of “Policy Sciences” by Lasswell in “A preview of Policy Science” in 1971, he stated that “*Policy Sciences is the process of producing knowledge of and in policy processes*”, as cited in Ketsuwan (2011, p.214).

Then, *Public Policy*, which Dye (1992, p.3) collected several Public Policy terms within “Understanding of Public Policy”. *Firstly*, Public Policy is a program, concerned with *goal, value, and implementation* as stated by Lasswell and Kaplan. *Then*, Frederick explained that Public Policy has *goals, objectives, and purposes*. *Next*, Charles O. Jones had categorized Public Policy into four parts; *proposals, programs, decisions, and effects*. While, Eulau and Prewitt also stated that Public Policy is decision making involving both decision makers and subordinates.

However, Dye concluded that “*Public Policy is whatever governments choose to do or not to do*”, as cited in Ketsuwan (2011, pp.209-210), while the researcher sum up in addition that Public Policy is composed of *programs, purposes, and goals*, which will tell people *what* the projects and activities that governments will

do, *when, where, why, and how* under annual budgeting, and discretionary policies in contingency situations such as disasters, wars, and insurgency. Particularly, major reasons for Public Policy are in order to respond to needs of people and solving poverty under limitations of resources, therefore governments need to find many good choices as “public choices” for optimized profits. While, most people are also aware of a natural rule that “*there is no such thing as a free lunch*”. For this reason, Lindblom (1955, pp.1-3) as cited in Gerston (1983, p.5) strongly confirmed that “*policy making has more complex, is a process of political which uncertainty of the start, the final, and boundaries*”, as appeared in Ketsuwan (2011, pp.210-211).

For *10 dimensions of Public Policy*, Hogwood and Gun (1984, pp.12-31) as cited in Ketsuwan (2011, pp.221-223) consisted of 1) as a label for a field of activity 2) as an expression of general purpose or desired state of affairs 3) as specific proposal 4) as decision of government 5) as formal authorization 6) as a program 7) as an output 8) as an outcome 9) as a theory or model 10) as a process. Furthermore, there are two types of Public Policy which are composed of “Policy Studies” and “Policy Analysis” as stated by Hogwood and Gunn (1984, p.29) as cited in Ketsuwan (2011, pp.214-216). Namely, *Policy Studies* are concerned with theories to describe and explain something and events as descriptive and explanatory, which are composed of four processes; *study of policy content, process, outputs, and evaluation*. Otherwise, *Policy Analysis* is knowledge in the implementation as prescriptive activities, which is composed of four processes; *information for policy making, process advocacy, policy advocacy, and evaluation*.

Following the *Definition and general contexts of Policy Analysis*, there are many experts who provide terms for this. *Firstly, “Policy analysis is determining which of various alternative policies will most achieve a given set of goals in light of the relations between the policies and the goals”* as stated by Stuart (1999). *Secondly, Bührs and others (1993) gave the term that “policy analysis can be divided into two major fields. Analysis of policy is analytical and descriptive—i.e., it attempts to explain policies and their development. Analysis for policy is prescriptive—i.e., it is involved with formulating policies and proposals (e.g., to improve social welfare)”*. *Thirdly, “the area of interest and the purpose of analysis determines what type of analysis is conducted, and a combination of policy analysis together with program*

evaluation would be defined as Policy studies” as stated by Hambrick, and others (1998). *Fourthly*, Radin (2000) stated that “*Policy Analysis is frequently deployed in the public sector, but is equally applicable to other kinds of organizations, moreover Policy analysis has its roots in systems analysis as instituted by United States Secretary of Defense Robert McNamara during the Vietnam War*”

However, from the definitions above, the researcher can conclude that Stuart (1999) is specific to goals, while Bührs and others (1993) are specific to major fields composed of Analysis of policy, and Analysis for policy, related with the term given by Hambrick, and others (1998) who are also specific to the type of analysis, following the definition by Radin (2000) who is specific to public sector, and organizations. Moreover, after 1970 there is a division into two types of Public Policy which are “Policy Analysis” and “Political Public Policy”. In addition, “*Political Public Policy*” is rather specific to results of outcomes of Public Policy which will control events, and policy areas as cited in Ketsuwan (2011, pp.216-217). While, “*Policy Analysis*” as Dunn (1981, pp.7-32) stated that Policy Analysis was really started in 19th century which was specific to empirical research. Namely, in 1850 Policy Analysis was used by Mackenzie in Britain, then went to United States of America till Policy Analysis becomes a professionalization of social sciences in 20th century. However, “Policy Analysis” is rather specific to policy formation, and decision making, including awareness of *benefit-cost analysis, decision theory, optimum level analysis, allocation theory, and time-optimization* follow to statistic and mathematic models under *philosophy of Public Policy* such as Pluralism, Humanism, and Communitarianism.

Then, six *scopes of Policy Analysis* were divided by Gerston (1983, pp.18-20) as cited in Ketsuwan (2011, pp.218-221), and were composed of 1) *procedure* which was composed of rational, charismatic, rational comprehensive, mutual adjustment, satisficing, mixed scanning, organizational routine, and polyarchy 2) *level* which was composed of systematic, organizational, small group, individual, line and staff, appointed and career, and professional and nonprofessional 3) *function* which was composed of three cases; firstly, POSDCORB (planning, organizing, staffing, directing, coordinating, reporting, budgeting). Secondly, Functions and Institutions by Bell in 1973 were composed of four aspects; *science, technology, administration, and*

culture. While, Institutions were composed of five aspects; *government, economic, academic, social and military*. Thirdly, Political System by Almond and Powell who categorized Policy Analysis for three aspects; *covering system capabilities, convention functions, system maintenance and adaptive function*. For *sequence*, there were several scholars who gave sequences and process of Public Policy such as 7 processes by Lasswell, which were composed of *intelligence, promotion, prescription, invocation, application, termination, and appraisal*, associated with 8 processes of rational comprehensive by Lindblom, which were composed of goal clarification, trend description, analysis of causal conditioning factors, projection of developments, intervention, evaluation, selection of alternatives, and selection of optimal strategies. *Context*, was divided by history and comparative analysis, or context of economic and culture, which Laswell specifically emerged as Policy Sciences. The last, normative criteria, was specific to efficiency, effectiveness, power/control issues, equity/distribution issues.

For *important models of Policy Analysis*, Dye (1992, pp.20-44) as cited in Ketsuwan (2011, p.224) suggested 9 classic models for this; *institutional model, process model, group model, elite model, rational model, incremental model, game theory model, public choice model, and systems model*. However, Dror suggested “meta-models” as integrated methodology to use in Policy Analysis, as referred to in Gregg (1976, pp.51-59). While, Orion as referred to in Gregg (1976, pp.63-75) also additional suggested synthesizing Policy Analysis both macro and micro as cited in Ketsuwan (2011, p.231).

The second objective that was studied; *Paradigms, Theories, Methodologies, Innovations* is discussed as follows;

Paradigms, regarding history as a paradigm perspective of Policy Analysis as mentioned above, most doctoral dissertations were concerned with *policy processes (formation, decision making, implementation, enforcement, evaluation, assessment)*, then *Policy Process Analysis*, including a various of *policies, projects, strategies, and laws*. While, *democracy paradigm* and *postmodern paradigm* about “gender equality” appeared in some doctoral dissertations.

Theories, major theories that were found in doctoral dissertations about Policy Analysis were composed of public *policy processes; formation, decision making, implementation, enforcement, evaluation, assessment, and Policy Process Analysis*, including various *policies, projects, strategies, and laws* related with paradigm. Especially, *Public Sector Management Quality Award (PMQA)* Moreover, *Total quality management (TQM)*, and *Thailand International Public Sector Standard. Management System and Outcome (PSO)*, *Results-based management (RBM)*. While, *classic theory as Top Down Analysis, Elite Model, and Institutional Model, Group Theory, System Theory, and Organization Behavior* is still popular to use in many doctoral dissertations in Policy Analysis.

Methodologies – for methodology depends on the design of the research as mentioned already in another-chapter, the study found that approximately 20 doctoral dissertations or 57% of 35 doctoral dissertations used “*Qualitative Research*” which was usually used with documentary research, then in-depth interview which was specific to key-informants, observation, and non-obtrusive observation were the important ways to gain the data for qualitative research in most doctoral dissertations. While, focus group, case study, EDFR (Ethnographic Delphi Futures Research) were found in some doctoral dissertations. Particularly, “*Descriptive Statistics*” such as percentage, mean, Standard Deviation (SD), and content analysis were popular to use for analysis.

Quantitative Research was found in about 10 doctoral dissertations or nearly 30% of 35 doctoral dissertations. Particularly, Inferential Statistics was composed of Stepwise, and multiple regression, including one-way analysis of variance (ANOVA), Scheffe's test, and Pearson's Product Moment Correlation Coefficient also were used for analysis in “*Quantitative Research*”. After this, “*Mixed Methods*” which are combined with “*Quantitative Research*”, and “*Qualitative Research*”. Particularly, the Statistical Package for the Social Sciences (SPSS) is rather a popular program for analyzing “*Quantitative Research*” data, including other statistics such as Stepwise, and SWOT also were found in some doctoral dissertations.

Innovations, there were some innovations which appeared in 35 doctoral dissertations. *Firstly*, more than 50 Policy Analysis expert lists were referred to in acknowledgement of each doctoral dissertation. *Secondly*, nearly 20 public

organizations are “school of thoughts” about Policy Analysis and appeared following the last elements. *Thirdly*, “postmodern paradigm” appeared in some doctoral dissertation in Policy Analysis such as “gender equality” as studied by Bhongsvej’s dissertation which appeared in the former chapter which was concerned about “woman empowerment” and “women executive” as studied by Sompong (2009) and Sasithornsavapa (2009) respectively.

For **Problems** which is the third objective, from more than 25 problems which appeared in the results of study, the researcher categorized into 8 aspects; 1) *problems of policy* 2) *problems of policy processes* 3) *problems of Interest Groups* 4) *problems of other factors and environments* 5) *problems of economy* 6) *problems of democracy* 7) *problems of resources* 8) *problem of information*. However, most of them were found in doctoral dissertations in the former chapters but there were different cases, and other contexts. Especially, problems of policy, and Policy Processes which were major problems of this chapter. While, economy problems such as allocation and contribute resources to people in different groups and different areas with “equality” and “legitimacy” still are a challenge for governments in every term.

8.4 Conclusion and Suggestions

“Public Policy” emerged under “Policy Sciences” by Learner and Lasswell in 1951. Then, Public Policy continued to be developed until it was divided into two types which are “Policy Studies” that is specific to descriptive and explanatory aspects, and “Policy Analysis” that is specific to prescriptive aspects of the implementation. Moreover, Ketsuwan (2011, p.209) also stated that “Public Policy” is a quiet new subfield which is very close with Political Science, and Public Administration, among the change of environment in both domestic and foreign countries. Particularly, “Public Policy” tries to separate from them as an area of study, according to more complex implementations by governments, and they mutually depend on each other. Therefore, “Policy Analysis” was used for analysis *goals, means, and ends* of many things that were produced by governments to *explain* the doing of them by flowing to *political life, economy, and environments* in order to

respond to elemental needs of people for well-being and to solve serious problem such as a poverty under the philosophy of “equity” and “legitimacy”.

For *Development* – there were some interesting suggestions from the researchers to develop Public Policy and Policy Analysis as follows;

To begin with *organization development* which some researchers agree should develop by Sufficiency Economy by King Rama IX (Bhumibol Adulyadej) such as Creative Community Based Wellness Tourism, including setting up public service organizations to be responsible for Health Tourism as was suggested by Rupjumlong (2009), and Sukitjanont (2010), associated with suggestion by Pooprachatrakool (2006) who stated that integration tourism strategies is an effective way to develop the tourism system, and solve obstacles at the present. Moreover, governments should be aware of Public Interest as “optimized profits” rather than “maximized profits” of private companies as suggested by Thitaree (2007).

Regarding *policies development* under contingency situations; *economics, social, and political*, Bhongsvej (2009) suggested that to clarify policies and the good relationship between policy making and implementation of policy processes are important factors toward outputs and outcomes, related with the suggestion by Khrongyuti (2005) who suggested five important strategies; *preparation, management, participation, competencies, development of education quality*, and *strategies* which provide more influences to develop the basic education devolution. Particularly, political parties should make and develop policies from hearing the needs of local people by accessing close communities more than the past as suggested by Kumsingnok (2007).

For *strategies development*, there were some interesting strategies as the researchers suggested such as PMQA (Public Sector Management Quality Award) in order to fit with different types of public organizations as suggested by Panket (2007). Otherwise, Singnoi (2006) suggested the appropriate strategies for developing the Nakhonsawan vocational students’ behavior should be in the form of ELEVEN CITY OF HAPPINESS by setting up centers or clubs of vocational education with participations of local and community people to support many interesting activities of youth; *music, sport, and recreation*, which will resolve youth addiction problem with efficiency and effectiveness in sustainability.

Following suggestions by Bannakijjophon (2010), Kunpalin (2007) also agrees that governments should develop quality of *information and communication*, database, brand, and adaptation which also were important factors to success and survive of public organizations under uncertainty situations. Moreover, feedback performance appraisal results to appraise as “two way communications” will support them to improve their performances after that as suggested by Tancharoen (2008), associated with suggestion by Rupjumlong (2009) who stated that governments should find *innovation* and develop *Information Technology(IT)* to support Health Tourism, including training and development of some entrepreneurs who really need to receive supporting Information Technology(IT), and technocrats to support working of public organizations with efficiency and effectiveness as suggested by Charoensiri (2009), Kumsingnok (2007), Sawatkaew (2006), and Sukitjanont (2010).

Meanwhile, for development *government officers*, Thamarux (2006) suggested that a chief executive officer (CEO) is a suitable type of administration for big cities as perimeter with “Dual track” including development of major skills about Health Tourism for both skilled labors and government officers who have authority and responsibility to support this policy as was suggested by Rupjumlong (2009), and Wirungruangkul (2010). Meanwhile, government officers should be aware of “Priority Rule for Dispatching Jobs” under time constraints as suggested by Sukitjanont (2010). Additional suggestions were by Deepradist (2006) who suggested that executives should develop creativity, emotional intelligence, integrative, analytical, and able to synthesize a situation for education of people. As Tancharoen (2008) confirmed that success of organizations also comes from Human Resource Development Plans, especially leadership and executive.

The development of *market share* as in Rupjumlong (2009), and Wirungruangkul (2010) who suggested that governments should give a competition opportunity for private sectors such as Small and Medium Enterprises to survive among fluctuation of domestic and world economics, and avoid being annoyed by big business as "Big fish eat little fish". Moreover, in globalization, “risk management” is really needed for not only private organizations, but also public organizations as suggested by Wattanakull (2006). For this reason, the researcher also agrees with Wirungruangkul (2010) who discussed Policies, Strategies, and Plans with “Merit

system” and “Governance”. Meanwhile, governments should make more and more research to find innovation as suggested by Deepradist (2006), related with a suggestion by Champathong (2010) who stated that governments should separate *funds; research, welfare, and liquidity*, including “mutual fund” to develop the quality of Higher Education Institutions, as these will support long-term and sustainable development.

Regarding **Construction** – there were some interesting suggestions from the researchers to construct Public Policy and Policy Analysis as follows;

First of all, Private Development Organization (PDO), Civil Society and education institutions are key factors to monitoring government expenditures and many activities of public organizations with efficiency and effectiveness as suggested by Bhongsvej (2009), related with suggestions by Deepradist (2006), and Sukitjanont (2010) who were rather serious regarding *decentralization, administration professional*, and *responsibility awareness* to use increasingly in public organizations. Particularly, local people should have opportunities to participate as “community forum” with various activities of political parties in order to investigate and monitor the working of them. However, some public organizations should have a special *committee* to directly conduct monitoring, support resources, and help technique problems such as Community Radio in Thailand in order to help emerging *self-awareness, unique, and understanding* about Community Radio concepts towards public as suggested by Charoensiri (2009). Especially about Technology, which “Thaworn Kietchaiyakorn’s SEDMAR+GNH Model” was suggested by Kietchaiyakorn (2006) to develop strong Thai Science and Technology.

Furthermore, there were many researchers who more suggestions about *collaboration and networks*. Namely, Piyaosotsan (2006), Thamarux (2006), Graipaspong (2005), Jhermpun (2009), Tancharoen (2008), Saengsanthitham (2007), Kunpalin (2007), Thitaree (2007), Kalyanamitra (2007), Piyaosotsan (2006), and Sukitjanont (2010) also agree that “hand-in-hand” integrated working of public sectors, private sectors, and civil society, as “network corporation”, including constructing a value in “give and take” to people in communities as suggested by Chaiwong (2010). *Ethical values and Governance* will support “Green and Happiness

Society” as suggested by Sukitjanont (2010), Rattakul (2008), Sanguansak (2007), Thitaree (2007), Sukitjanont (2010), and Bannakijsophon (2010).

The final issue is about strong construction of *lands and areas*, Sattayachai (2010) suggested that a big city such as Bangkok under authority by Bangkok Metropolitan Administration (BMA) should be aware of increasing and preserving both public and private areas with “Green areas policy”, related with suggestion by Saengsanthitham (2007) who stated that governments should set up “zoning laws” to allocate lands for various interest groups with equality and legitimacy. However, besides policies and national plans, government officers should consider a “city plan” to link them together which will be more advantages towards implementation processes as suggested by Rattakul (2008). These are effective strategies to support sustainable agriculture and self-sufficiency, which then will resolve poverty problem and conflicts among different societies in long-term sustainability.

CHAPTER IX

RESULTS-ORGANIZATIONAL THEORY

“Organizational Theory” is one of the five major PA subfields identified by Shafritz and Hyde (2007); 1) Public budgeting 2) Ethics in public administration 3) Human resource management 4) Policy analysis, and 5) *Organizational Theory* in Public Administration. There follows some interesting information about Organizational Theory which was found in 62 titles from the total of 155 doctoral dissertations.

9.1 Surveying data in Organizational Theory

In order to answer research questions that follow objective I (to study overview of Organizational Theory from Thai doctoral dissertations in Public Administration between 2005 and 2012), objective II (theories, methodologies, and innovations) and objective III (problems). Then, the results of the study were investigated and reviewed by the popular PA Organizational Theory experts. The researcher will analyze, synthesize and discuss the results of five PA subfields and PA curriculum as the PA holistic research in the final chapter.

Table 9.1 Surveying data Organizational Theory

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
1	ศุภานี นวกุล Suphanee Navakul	2010	การกำกับดูแลกิจการกับความสามารถในการแข่งขันของบริษัทจดทะเบียนในตลาดหลักทรัพย์แห่งประเทศไทย Corporate governance and competitiveness of Thai listed companies in the Stock Exchange of Thailand	National Institute of Development Administration	5	3	Pallapa Ruangrong
2	ปรีชญา จันทร์ทิพย์ Praya Chandratip	2010	ปัจจัยความสำเร็จของธุรกิจหลังการฟื้นฟูทางการเงิน Factors affecting business performance after financial rehabilitation	National Institute of Development Administration	7	3	Pallapa Ruangrong
3	อำพล นววงศ์เสถียร Ampol Navavongsathian	2008	ปัจจัยที่มีผลต่อการเติบโตที่ยั่งยืนของธุรกิจครอบครัวในตลาดหลักทรัพย์แห่งประเทศไทย The factors affecting sustainable growth of family businesses on the Stock Exchange of Thailand	National Institute of Development Administration	5	3	1) Direkm Patmasirawat 2) Chiradet Ousawat

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
4	ณัฐวุฒิ โรจนนินฺรุตติกุล Nuttawut Rojniruttikul	2009	สุขภาพองค์การและการบริหารทรัพยากรมนุษย์ กรณีศึกษามหาวิทยาลัยของรัฐ Organizational health and human resource management	National Institute of Development Administration	6	2	Somsak Damrichob
5	พชต์ วุฒิรงค์ Phayat Wutthirong	2009	ผลกระทบจากมุมมองด้านทรัพยากรและองค์การแห่งการเรียนรู้ต่อความสามารถในการสร้างสรรค์นวัตกรรมขององค์กรที่จดทะเบียนในตลาดหลักทรัพย์แห่งประเทศไทย The impact of resource-based view and innovativeness of organizations in Stock Exchange of Thailand	National Institute of Development Administration	7	1	1) Sujitra Thananan 2) Chindalak Vadhanasindhu 3) Pompen Petsuksiri
6	นิตีรัตน์ วิชาเวช Niti Rattanaprichavej	2010	ผลกรดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมจากมุมมองแนวคิดองค์การแห่งการเรียนรู้และนวัตกรรมองค์การ Organizational performance of small and medium enterprises (SMEs) from the concepts of learning organization and organizational innovation	National Institute of Development Administration	7	3	1) Somsak Damrichob 2) Tipsuda Janjamla

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
7	ลักษณาศิริวรรณ Laksana Siriwan	2010	การให้บริการสาธารณะทางอิเล็กทรอนิกส์จากมุมมองนโยบายสาธารณะและด้านทรัพยากร : กรณีศึกษาการให้บริการห้องสมุดอิเล็กทรอนิกส์ของสถาบันอุดมศึกษา E-Public service from public policy and resource-based perspectives : case studies of e-library service of Higher Education Institutions	National Institute of Development Administration	8	3	1)Nipon Charoenkitkarn 2)Patama Boonnak
8	กฤตกร กัลยารัตน์ Krittakorn Galyarat	2010	ผลกระทบเชิงประจักษ์ของสถานการณ์การแข่งขัน การจัดการความรู้ บรรยากาศการเรียนรู้ ความพร้อมในการปรับตัวให้ทันการเปลี่ยนแปลงและนวัตกรรมที่มีต่อผลการดำเนินงานสาขาของธนาคาร ไทยพาณิชย์ จำกัด (มหาชน) Empirical impact of competition rivalry, Knowledge management, learning climate, readiness to change and innovation on performance of Siam Commercial Bank Branches	National Institute of Development Administration	6	3	1) Cherdchai Nopmaneejumruslers 2) Onjaree Natakuatoong 3) Prasak Homsanit 4) Praon Phasukyud 5) Montchai Pinitjitsamut

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
9	มนัสนันท์ ชัยกิจชิงเจริญ Manatsanan Chaikityingjaroen	2010	การจัดการบริการสาธารณะ โดยวิธีการทำ สัญญาจ้าง : กรณีศึกษาเทศบาลนครพิษณุโลก และเทศบาลนครขอนแก่น Public service management by means of contracting out : a case study of Phitsanuloke and Khon Kaen Municipalities	National Institute of Development Administration	6	3	1) Sakon Varanyuwatana 2) Wuthisarn Tanchai
10	รังสรรค์ ม่วงโสรศ Rungson Muangsorot	2010	ปัจจัยที่มีอิทธิพลต่อวัฒนธรรมความปลอดภัย ในอุตสาหกรรมปิโตรเคมี Factors affecting to safety culture in petrochemical industries	National Institute of Development Administration	6	3	Piyanuch Ngermklay
11	สมจินตนา คุ่มภัย Somjintana Koompai	2010	การเปรียบเทียบวัฒนธรรมองค์การที่มีอิทธิพล ต่อประสิทธิภาพในประเทศไทย Comparison among organizational cultures affecting organizational effectiveness : a case study of Thailand's Public Enterprises	National Institute of Development Administration	5	3	Tin Prachyapruit

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
12	พิสิษฐ์ จอมบุญเรือง Pisit Jomboonruang	2010	ตัวแบบสมรรถนะองค์กรขององค์การบริหารส่วนตำบล The organizational competencies model for Tambol Administration Organization (TAO)	National Institute of Development Administration	5	3	1) Boontan Dockthaisong 2) Pichit Pitaktepsombat
13	พรลดา อังสุสิงห์ Pornlada Angsusingha	2010	ตัวแบบการจัดการสิ่งสูงใจครูประถมศึกษาในสังกัดของกรุงเทพมหานคร A model of Bangkok metropolitan primary school teachers work motivation	National Institute of Development Administration	6	3	Pruet Siribanpitak
14	วานิดา แซ่มคำเจี๊ยก Wanida Chaemlamjiek	2010	ปัจจัยความพร้อมในการจัดการความรู้ของหน่วยงานภาครัฐ : กรณีศึกษาส่วนราชการประจำจังหวัดปทุมธานี The readiness factors influencing knowledge management in the public sector : A case study of public organizations in Pathumthani province	Eastern Asia University	5	2	1) Laddawan Petchroj 2) Wanlop Lumpai

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
15	เสาวพงษ์ ยมาพัฒน์ Saowapong Yamaphat	2010	การจัดการทรัพยากรธรรมชาติของวัดป่าในภาคตะวันออกเฉียงเหนือ The Natural Resources Management of Forest Temples in the Northeast of Thailand	Ramkhamhaeng University	6	3	1) Woradej Chanthason 2) Suwannee Sangmahachai
16	มาลินี จรูญธรรม Maluee Jaroontham	2010	การบริหารสู่ความเป็นเลิศของโรงพยาบาลภาครัฐและเอกชน : กรณีการรักษาริดคอบริเวณภาคตะวันออกเฉียงเหนือ The Excellence Management towards Public-Private Hospital: A Case of Diabetic Retinopathy Treatment	Ramkhamhaeng University	5	3	1) Uthai Laohavichien 2) Tin Prachyapruit
17	ธีระกร คุ้ม Theerah Kormmai	2010	การจัดการเชิงกลยุทธ์ของทหารในจังหวัดชายแดนภาคใต้ The Strategic Management of Soldiers in the Southern Border Provinces of Thailand	Ramkhamhaeng University	7	3	1) Uthai Laohavichien 2) Bidhya Bowornwathana

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
18	อุกฤษฏ์ ศรีเสือกาม Ukrit Srisuakam	2010	การพัฒนาแบบจำลองหลายปัจจัยสำหรับการตัดสินใจคัดเลือกผู้ทำงานระบบคอมพิวเตอร์ของภาครัฐ Criteria Model for Decision-Making in the Selection of Computer-Systems	Ramkhamhaeng University	6	3	1) Surapol Kanchanachitra 2) Piya Uthayo
19	สมคิด เดชโต Somkid Detto	2010	การนำเข้าเทคนิคการจัดการความรู้ในประเทศไทย : ศึกษากรณีกรมศุลกากร The Incorporation of Knowledge Management Techniques in Thailand: A Case Study of the Customs Department	Ramkhamhaeng University	5	3	1) Woradej Chanthason 2) Tipparat Laohavichien
20	กัศรัชัย ยอดอุดม Chadchai Yodudom	2009	การจัดการสภาพแวดล้อมในการบำบัดฟื้นฟูและแก้ไขพฤติกรรมนิสัยของผู้ต้องขัง The Environmental Management of the Rehabilitation and Correction of the Behaviors of Prison Inmates	Ramkhamhaeng University	6	3	1) Pathom Manirot 2) Damrongsak Junthothai

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
21	พิทักษ์ ปักษานนท์ Pitak Paksanondha	2009	การจัดการทรัพยากรน้ำในลุ่มน้ำชี-มูล เพื่อป้องกันอุทกภัยจังหวัดอุบลราชธานี The Management of Chi-Moon River Water Resources and the Prevention of Flooding in Ubon Ratchathani	Ramkhamhaeng University	7	3	1) Udom Thumkosit 2) Kaewta Poopatanapong
22	กฤษณ์ รัชชาติเจริญ Krish Rugchatjaroen	2010	รัฐอิเล็กทรอนิกส์ในประเทศไทย Electronic Government in Thailand	Ramkhamhaeng University	5	3	1) Chalerm Sriphadoong 2) Kamolbhan Olapiriyakul
23	มานิต ลอศิริกุล Manit Losirikul	2010	ระบบการบริหารความเสี่ยงขององค์กร รัฐวิสาหกิจด้านพลังงานไฟฟ้าไทย The Risk Management System of State Enterprise Organizations in the Thai Electricity Sector	Ramkhamhaeng University	6	3	1) Suchitra Punyaratabandhu 2) Piyanus Ngermklay

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
24	วิระวรรณ ถิ่นยืนยง Wiravan Thinyyouyong	2009	การจัดการคุณภาพศูนย์สุขภาพชุมชนดีเด่น The Management of Excellent Community Health Care Centers	Ramkhamhaeng University	7	3	1) Udom Thumkosit 2) Prayong Temchwala
25	อัครศักดิ์ จิตธรรมมา Akarasak Jithamma	2008	การพัฒนาระบบไกล่เกลี่ยข้อพิพาทในศาล ยุติธรรมของประเทศไทย The Development of the Mediation System in the Court of Justice in Thailand	Ramkhamhaeng University	7	3	1) Ekaporn Rakchwamsuk 2) Suwannee Sangmahachai 3) Sophon. Ratanakorn 4) Suphon Pantumano
26	วัชรินทร์ อินทพรหม Wacharin Intaprom	2008	การบูรณาการจัดการมลพิษทางน้ำของ กรุงเทพมหานครและองค์การปกครองท้องถิ่น โดยรอบ The Integrated Water pollution Management of Bangkok Metropolitan Administration and Surrounding Local Administrative Organizations	Ramkhamhaeng University	7	3	1) Uthai Laohavichien 2) Ploy Suebvises

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
27	วิเชียร ฤกษ์พัฒนกิจ Wichien Rerkpatanakit	2008	การจัดการความรู้ของบริษัทจดทะเบียนในตลาดหลักทรัพย์แห่งประเทศไทย Knowledge Management of Listed Companies on the Stock Exchange of Thailand: Procedures Towards Intellectual Capital Development	Ramkhamhaeng University	5	3	1) Surin Niyamangkoon 2) Somboon Suriyawongse
28	เสนาะ กลิ่นงาม Sanor Klimgam	2008	การพัฒนา รูปแบบการจัดการความรู้ในมหาวิทยาลัยราชภัฏ Developing a Knowledge Management Model for Rajabhat Universities	Ramkhamhaeng University	5	3	1) Uthai Laohavichien 2) Lalida Chuyrak
29	ยอดยุทธ์ บุญญาธิการ Boonyatikarn	2008	การจัดการสิ่งแวดล้อมตามโครงการอื่น เนื่องมาจากพระราชดำริของกองทัพ The Military's Management of the Environment in Accordance with Project Initiated by His Majesty King Bhumibol Adulyadej	Ramkhamhaeng University	7	3	1) Pathom Manirot 2) Suwannee Sangmahachai

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
30	ประวิทย์ พิพิธ โศศกลางศ์ Prawit Bibithkosolvongse	2008	ยุทธศาสตร์การปฏิรูประบบการเงินอุดมศึกษา เพื่อความเท่าเทียมกันในโอกาสทางการศึกษา และการจัดการศึกษาอย่างมีคุณภาพ Reform Strategies for the Thai Higher Education Funding System Promoting Equality of Educational Opportunities and Educational Quality	Ramkhamhaeng University	5	3	1) Rawipa Thammachote 2) Surapol Kanchanachitra
31	ชนิดา ชูบุรณ์ Chanida Yuwapurna	2008	ปัจจัยที่มีอิทธิพลต่อการเป็นองค์กรที่มีผลการ ปฏิบัติงานเป็นเลิศ Factors Influencing a High Performance Organization: A Case Study of PTT Public Company Limited	Ramkhamhaeng University	6	3	1) Boonlert Pairin 2) Suwannee Sangmahachai
32	พจิรา โรจนพิทยากร Pachira Rojanapithayakorn	2008	การบูรณาการแนวคิดการจัดการภาครัฐในการ แก้ปัญหาการขาดแคลนและความเหลื่อมล้ำในการ กระจายของแพทย์ในประเทศไทย Integration of Public Management Concepts to Solve the Problem of Physician Shortage and Misdistribution in Thailand	Ramkhamhaeng University	5	3	1) Shan Takkawicharn 2) Woradej Chanthason

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
33	เอกพร รักความสุข Ekaporn Rakkwamsuk	2007	การปฏิรูปการบริหารแรงงานในภาครัฐของไทย Labour Administration's Reform in the Thai Governmental Sector	Ramkhamhaeng University	6	3	1) Pathom Manirot 2) Suchart Sriyaranya
34	ศุภัตรา จิตตเสถียร Supattra Jittasathien	2007	การจัดการความขัดแย้งในสถานพยาบาลของ รัฐระดับจังหวัด Conflict Management in Provincial Public Health Organizations	Ramkhamhaeng University	5	3	1) Chichana Ingavata 2) Udom Tumkosit
35	วชิราพร ประเสริฐสิงห์กุล Vachiraporn Prasertsinghkul	2007	มาตรฐานระบบบริหารคุณภาพ ISO 9000 ใน บริบทภาครัฐและภาคเอกชนไทย The Quality Management System ISO 9000 in the Context of the Thai Public and Private Sectors	Ramkhamhaeng University	7	3	1) Chaiyong Krittapholchai 2) Charnnawin Sukjamsai 3) Jakkrapong Limpanussorn 4) Tsutomu Wakiya

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
36	นพดล เพ็ชร์ภิรมย์ Nophadon Luangpirom	2007	การจัดการนวัตกรรม: การพัฒนาตัวแบบ ความสามารถในการสร้างสรรค์นวัตกรรมของ นักวิจัย Innovation Management: The Development of the Innovative Capability Model of the Researchers	Ramkhamhaeng University	5	3	1) Tippawan Lorsuwannarat 2) Chalerm Sriphadoong
37	รัฐสิรินทร์ วัฒนกันต์ Ratthasirin Wangkanond	2007	การเปิดเสรีการขนส่งทางอากาศในประเทศไทย ไทย Air Transport Liberalization in Thailand	Ramkhamhaeng University	9	3	1) Uthai Laohavichien 2) Suwannee Sangmahachai 3) Theera Ramdecha
38	อภิชาติ ดันยวรรณ Apichart Danaivan	2007	การจ้างงานภายนอก: วิทยาสหกิจไทย ศึกษา เปรียบเทียบกรณี: บริษัท การบินไทย จำกัด (มหาชน) กับบริษัท ท่าอากาศยานไทย จำกัด (มหาชน) A Comparative Study of Outsourcing in Thai State Enterprises: Thai Airways International Public Company Limited and the Airports of Thailand Public Company Limited	Ramkhamhaeng University	6	3	1) Nisada Wedchayanon 2) Piyanut Ngernkhai

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
39	อรวิญช์ คด่องสังสอน Onwan Klongsungorn	2007	การปฏิรูประบบสารสนเทศสำหรับบริหารระดับสูงกรมศุลกากร The Reform of Executive Information System for the Thai Customs Department	Ramkhamhaeng University	6	3	1) Tipparat 2) Ruedee Masuchun
40	พีระพงษ์ กักศิริ Peerapong Pukkeeree	2007	การจัดการความรู้ในศูนย์พัฒนาและฝึกอบรมคนตาบอด Knowledge Management of the Vocational and Skills Development Centers for the Blind	Ramkhamhaeng University	5	3	1) Suwannee Sangmahachai 2) Theera Ramdecha
41	พิเชษฐ คงศิริ Pichet Kongsri	2007	การปฏิรูปกระบวนการยุติธรรมทหาร : ศึกษาเฉพาะเขตอำนาจศาลทหาร Reforming the Military Justice Process: A Study of Military Court Jurisdiction	Ramkhamhaeng University	7	3	1) Kasemchart Naresenie 2) Thinapan Nakata

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
42	อริรัชย์ ทศนพันธ์ Arit Tatsaphan	2007	ความขัดแย้งในการปฏิบัติงานระหว่างหน่วยงานภาครัฐ : กรณีศึกษากรมสอบสวนคดีพิเศษ กับสำนักงานตำรวจแห่งชาติ Conflict in Public Organizations: A Case Study of Conflict Between the Department of Special Investigation and the Royal Thai Police	Ramkhamhaeng University	6	3	1) Uthai Laohavichien 2) Chalerm Sriphadoong
43	ภัทริยา สุมะโน Pattareeya Sumano	2007	กลยุทธ์การสื่อสารของผู้ว่าราชการจังหวัดแบบบูรณาการของไทย Communication Strategies of Thai Provincial Governors in the Integrated Management System	Ramkhamhaeng University	6	3	1) Nattha Winitnampak 2) Suchitra Punyaratabandhu
44	วารวิทย์ จินดาพล Worawit Chindapol	2007	การเปลี่ยนแปลงขององค์การวิชาชีพ : กรณีมหาวิทยาลัยราชภัฏ The Transformation of Professional Organization: The Case of Rajabhat Universities	Ramkhamhaeng University	6	3	1) Uthai Laohavichien 2) Sasicha Suebsaeng

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
45	ศิริรัตน์ สังข์สุวรรณ Siriratana Sungsuwan	2007	การบริหารระบบกำจัดขยะของมหานครในประเทศไทย ศึกษาเฉพาะกรณีกรุงเทพมหานคร Management in Metropolitan Areas in Thailand : A Case Study of the Bangkok Metropolitan Area	Ramkhamhaeng University	6	3	1) Uthai Laohavichien 2) Chamlong Poboorn
46	พงศ์พันธ์ ศรีเมือง Pongpan Srimuang	2007	ผลกระทบของกลยุทธ์เว็บไซต์ที่มีต่อการตอบสนอง ของผู้บริโภค : กรณีศึกษาผู้ประกอบการ วิสาหกิจขนาดกลางและขนาดย่อม The Effects of Web Strategies on Customer Response : A Case Study of Small and Medium- sized Ceramic	Ramkhamhaeng University	5	3	1) Uraivan Yamniyom 2) Rojanasak Chomvilailuk 3) Chatpong Tangmanee 4) Vutthichat Soonthonsmai 5) Jirachoke Virasaya
47	เกรียงพล พัฒนรัฐ Kriengpol Padhanarath	2007	การจัดการเมือง : ผลกระทบของปัจจัยการ แข่งขันระหว่างเมือง และความต้องการของ ประชาชนที่เพิ่มขึ้นต่อบทบาทของผู้ว่าราชการ กรุงเทพมหานคร City Management: Impact of Inter-city Competition and Rising Public Demands on the Roles of the Governor of Bangkok	Ramkhamhaeng University	6	3	1) Chaichana 'Inghawat 2) Phongsapak Treerattanaset

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
48	ชาคริต ศึกษากิจ Charkrit Souksakit	2007	องค์การแห่งการเรียนรู้ในโรงพยาบาลของรัฐ เขตกรุงเทพมหานคร The Learning Organization of Government Hospitals Located in the Bangkok Metropolitan Area	Ramkhamhaeng University	5	3	1) Kittipongse Sumipan 2) Prayong Temchwala
49	ปิยรัตน์ กาญจนะจิตรา Piyarat Kanchanachitra	2007	การจัดการความรู้ในระบบราชการไทย : กรณีศึกษา กรมส่งเสริมการเกษตร กรมอนามัย และกรมสุขภาพจิต Knowledge Management and the Thai Governmental Bureaucracy: A Case Study of the Departments of Agriculture Extension, Health and Mental Health	Ramkhamhaeng University	6	3	1) Tippawan Lorsuwannarat 2) Lalida Chuyrak
50	พศวีจณ์ กนกนาก Possawat Kanoknark	2005	การเปลี่ยนแปลงโครงสร้างคดียุติธรรมของประเทศไทยในการอุทธรณ์และฎีกา Structural Change in the Appeals System of the Court of Justice in Thailand	Ramkhamhaeng University	6	3	1) Pathom Manirot 2) Preecha Chalermwanitch

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
51	นพภูต สุนทรนนท์ Noppadol Soonthornon	2006	การจัดการคุณภาพโดยรวมในโรงพยาบาล ภาครัฐของไทย Implementing Total Quality Management in Thai Public Hospitals	Ramkhamhaeng University	7	3	1) Pathom Manirot 2) Duangrat Kamalobol
52	วิภาณี เพื่อกบัวขาว Wipavane Pheuekbuakhao	2010	รูปแบบชุมชนที่เหมาะสมของวัฒนธรรม ศาลโตนตันในราชอาณาจักรไทยและ ราชอาณาจักรกัมพูชา Appropriate Model Thai Fit for Community of Palmyra Palm Culture in the Kingdom of Thailand and the Kingdom of Cambodia	Surin Rajabhat University	8	3	1) Sawitree Suwansathit 2) Achara Phanurat 3) Tawatchai Chinnawong
53	สิงห์ทอง บัวชุม Singtong Buechoom	2006	การบริหารพรรคการเมืองไทยตามแนวทาง ปฏิรูปการเมืองภายใต้รัฐธรรมนูญ พ.ศ. 2540 The Thai political party administration toward political reform under the 2540 constitution	Suan Dusit Rajabhat University	5	3	1) Montri Chenvidyarn 2) Kowit Kangsanon

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
54	กิตติพัฒน์ อะแจ้ง Kittipat Chachaeng	2006	กระบวนการที่สิ้นใหม่ของงานสายตรวจป้องกันปราบปราม กองบัญชาการตำรวจนครบาล สำนักงานตำรวจแห่งชาติ A New Paradigm for the Work of the Patrol Police Metropolitan Police Headquarters, Royal Thai Police	Suan Dusit Rajabhat University	6	2	1) Malee Kittikumpanat 2) Pongpat Chayaphan
55	ศุภชัย ศรีสารคาม Surachai Srisaracam	2006	ต้นแบบการบริหารรัฐกิจยุคใหม่ : ศึกษาการพัฒนาระบบการทะเบียนอิเล็กทรอนิกส์แห่งชาติของประเทศไทย (NERS) A Public Administration Model in the new Era : A Study on the Establishment of the National Electronic Registration System (NERS) of Thailand	Suan Dusit Rajabhat University	6	2	1) Chaiwat Hutacharoen 2) Chanchai Sunthonmat

Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
56	สงบ สิทธิเดช Sangob Sittidech	2006	กระบวนการใหม่ในการบริหารจัดการสารเคมี ที่มีผลกระทบท่อสังคมและสิ่งแวดล้อมตาม ข้อตกลงพหุภาคีด้านสิ่งแวดล้อมระหว่าง ประเทศของกรมอุตสาหกรรม New Paradigm in Chemical Management: Its Impact upon Society and Environment in the International Multilateral Environmental Agreements of the Thai Customs Department	Suan Dusit Rajabhat University	5	1	1) Naratip Lauhatirananda 2) Krittika Panprasert
57	ประดิษฐ์ ศิววัฒนกุล Pradit Deewattanakul	2006	การบริหารกรุงเทพมหานคร : ศึกษาการ พัฒนารูปแบบที่เหมาะสม Bangkok Metropolis Administration : The Study Of Developing Appropriate Model	Suan Dusit Rajabhat University	7	1	1) Natthanon Thaweessin 2) Jaroenrat Shouti Kan 3) Damrong Udompaichitkul
58	สนชัย ไจเย็น Sonchai Jaiyen	2006	การบริหารเกษตรชุมชนแบบเขตเมืองพิเศษ Samui Administration as a Special Form of Local Government	Suan Dusit Rajabhat University	6	2	1) Somboon Suksamran 2) Payom Wongsansri

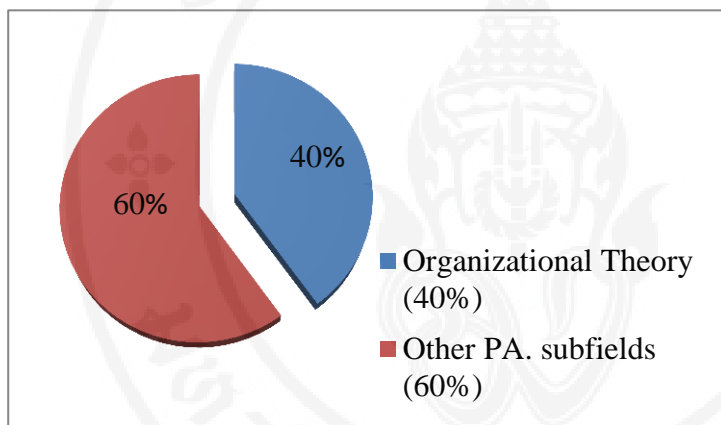
Table 9.1 Surveying data Organizational Theory (cont.)

No.	Study's name	Year	English Title	Name of Higher Education Institution	Num. of Chapters	Num. of Advisors	Expert's Name who referred in acknowledgement
59	วัชรระ ยาคุน Vatchara Yakhun	2006	การจัดการระบบคุณภาพขององค์กรปฏิบัติ เขียนในประเทศไทย Quality Management Work System of the Best Practices Organization in Thailand	Burapha University	5	3	1) Isara Suwanbol 2) Wanlop Lumpai
60	ปิยะ นาควิษระ Narkwatchara	2008	การศึกษาตัวแบบคุณภาพการให้บริการ อิเล็กทรอนิกส์ ของราชการไทย A study on Quality models of the Thai Government's E-Services	Burapha University	5	3	1)Ackadej Chaiperm 2) Suchai Tanavasatian 3) Thosapom Sirisumphand
61	พรอัมรินทร์ พรหมเกิด Pomamarin Promgird	2008	กลยุทธ์การสร้างความอยู่รอดขององค์กร พัฒนาเอกชนไทย: การวิเคราะห์ตามแนว ทฤษฎีพึ่งพาทรัพยากร The strategy of Thai non-governmental organizations survival: A resource dependence approach	Burapha University	6	4	Patcharee Siroros
62	บรรพต วิรุณราช Banpot Wiroonrath	2006	การบริหารคุณภาพทางการศึกษาใน ระดับอุดมศึกษา Higher Education Quality Administration in Thailand	Burapha University	5	3	1) Isara Suwanbol 2) Adisak Chandrapalert

9.2 The results of the study

9.2.1 Overview of Organizational Theory

As shown in Table 9.1 surveying data in Organizational Theory, consisted of eight elements; 1) number of doctoral dissertations about Organizational Theory 2) researcher's name 3) year of publication and distribution 4) English title 5) name of Higher Education Institution 6) number of chapters 7) number of advisors, and 8) Expert's name referred to in acknowledgements. These elements supported answering the first objective I as follows.



Regarding the first element, the study found 62 doctoral dissertations which were approximately 40% of Thai PA doctoral dissertations between 2005-2012 as shown in Figure 9.1

Figure 9.1 Proportion of Organizational Theory compared to other PA subfields

The second element, researchers' name, can point to the proportion of each sex, and the study found that most of them were male researchers with approximately 40 persons, while nearly 20 persons were female. Then, the third element was the year of publication and distribution which found there were 62 doctoral dissertations about "Organizational Theory", with the year 2005 as the oldest with only 1 title, while 2010 was the latest and most published with 19 titles. Then, there were 17 titles in the year 2007, followed by the years 2008 and 2006 with 10 titles each.

The fourth element was the English title. The study found various interesting words including; Organizations were composed of corporate governance, the incorporation, family businesses, Small and Medium Enterprises (SMEs), organizational innovation, high performance organization, professional organization, organizational performance, learning organization, and structural change.

Environments; organizational health, the natural resources management, learning climate, competition rivalry, sustainable growth, the environmental management, the water management, prevention of flooding, the water pollution management, solid waste management, city management, the risk management system, chemical management, the International Multilateral Environmental Agreements, survival. *Cultures*; organizational cultures, safety culture, conflict in public organizations, community of palmyra palm culture. *Human Resource Management*; human resource management, labor administration's reform, work motivation, communication strategies. *Models*; the organizational competencies model, A model of Bangkok metropolitan primary school teachers, Development of a Multiple Criteria Model, the Innovative Capability Model, Developing Appropriate Model, Public Administration Model. Quality models. *Electronics*; E-Public service, E-library service, Electronic Government, web strategies, the Establishment of the National Electronic Registration System (NERS). *Impacts and Factors*; the impact of resource-based view, Empirical impact, the readiness factors. *New Public Management*; contracting out, organizational effectiveness, Higher Education Quality Administration, innovation on performance, resource-based perspectives, business performance, financial rehabilitation, the mediation system development, excellent community health care centers, project management, reform strategies, public management, conflict management, Knowledge Management (KM), the excellence management, the strategic management, public service management, ISO 9000, the quality management system, innovation management, outsourcing, the integrated management system, the transformation, executive information system, the Best Practices Organization, the Thai political party administration, Total Quality Management (TQM), air transport liberalization.

For *the fifth element*, the name of Higher Education Institutions which appeared in 62 doctoral dissertations concerned about Organizational Theory came from 6 Higher Education Institutions. Namely, 37 titles or nearly 60% of doctoral dissertations came from *Ramkhamhaeng University*, then 13 titles from *National Institute of Development Administration*, 6 titles from *Suan Dusit Rajabhat University*, 4 titles from *Burapha University*, and 1 title each from *Eastern Asia University*, and *Surin Rajabhat University* as demonstrated in the table 9.1 above. For *the sixth element*, number of chapters, the study found from 5 to 9 chapters in 62 doctoral

dissertations. Regarding *the seventh element*, number of advisors, the study found 3 advisors or contributors from doctoral dissertation of Ramkhamhaeng University, and Surin Rajabhat University, 3-4 advisors from Burapha University, while Suan Dusit Rajabhat University and NIDA each had 1-3 advisors, and there were 2 advisors from Eastern Asia University.

For, *the last element*, expert's name, as referred to in the chapter III (Research Methodology) the study found 101 individual experts, and Organization Theory experts from 15 public organizations which were concerned with this subfield and which were referred to in the acknowledgements of Organization Theory doctoral dissertations; 1) Pallapa Ruangrong 2) Direk Patmasiriwat 3) Chiradet Ousawat 4) Somsak Damrichob 5) Sujitra Thananan 6) Chindalak Vadhanasindhu 7) Pornpen Petsuksiri 8) Tipsuda Janjamlha 9) Nipon Charoenkitkarn 10) Patama Boonnak 11) Cherdchai Nopmaneejumruslers 12) Onjaree Natakuatoong 13) Prasak Homsanit 14) Prapon Phasukyud 15) Montchai Pinitjitsamut 16) Sakon Varanyuwatana 17) Wuthisarn Tanchai 18) Piyanuch Ngernklay 19) Tin Prachyapruit 20) Boontan Dockthaisong 21) Pichit Pitaktepsombat 22) Pruet Siribanpitak 23) Sawitree Suwansathit 24) Achara Phanurat 25) Tawatchai Chinnawong 26) Laddawan Petchroj 27) Wanlop Lumpai 28) Ackadej Chaiperm 29) Suchai Tanavasatian 30) Thosaporn Sirisumphand 31) Isara Suwanbol 32) Patcharee Siroros 33) Adisak Chandprapalert 34) Somboon Suksamran 35) Payom Wongsansri 36) Naratip Lauhatirananda 37) Krittika Panprasert 38) Natthanon Thaweessin 39) Jaroenrat Shouti Kan 40)) Damrong Udompaichitkul 41) Chaiwat Hutacharoen 42) Chanchai Sunthonmat 43) Malee Kittikumpanat 44) Pongpat Chayaphan 45) Montri Chenvidyararn 46) Kowit Kangsanat 47) Woradej Chanthason 48) Suwannee Sangmahachai 49) Uthai Laohavichien 50) Bidhya Bowornwathana 51) Surapol Kanchanachitra 52) Piya Uthayo 53) Tipparat Laohavichien 54) Pathom Manirot 55) Damrongsak Junthothai 56) Udom Thumkosit 57) Kaewta Poopatanapong 58) Chalerm Sriphadoong 59) Kamolbhan Olapiriyakul 60) Suchitra Punyaratabandhu 61) Piyanus Ngernklay 62) Prayong Temchawala 63) Ekaporn Rakkhwamsuk 64) Sophon Ratanakorn 65)) Sophon Pantumano 66) Ploy Suebvises 67) Surin Niyamangkoon 68) Somboon Suriyawongse 69) Lalida Chuyrak 70) Rawipa Thammachote 71) Surapol Kanchanachitra 72) Boonlert Pairin 73) Shan

Takkawicharn 74)Suchart Sriyaranya 75)Chichana Ingavata 76)Chaiyong Krittapholchai 77)Charnnawin Sukjamsai 78) Jakkrapong Limpanussorn 79) Tsutomu Wakiya 80) Tippawan Lorsuwannarat 81)Theera Ramdecha 82) Nisada Wedchayanon 83) Piyanut Ngernklai 84) Ruedee Masuchun 85)Kasemchart Naressenie 86) Thinapan Nakata 87) Nattha Winitnaipak 88) Sasicha Suebsaeng 89)Chamlong Poboon 90) Uraiwan Yamniyom 91) Rojanasak Chomvilailuk 92) Chatpong Tangmanee 93) Vutthichat Soonthonsmai 94) Jirachoke Virasaya 95) Chaichana Ingkhawat 96) Phongsapak Treerattanaset 97) Kittipongse Sumipan 98) Prayong Temchawala 99) Tippawan Lorsuwannarat 100) Preecha Chalermwanitch 101) Duangrat Kamalobol

Moreover, the researchers also mentioned PA experts in Organization Theory as executive managers of different public organizations; 1) *stock exchange of Thailand* 2) *Higher Education Institutions; Rajabhat Universities* 3) *Siam Commercial Bank* 4) *Local Administrative Organizations; Municipalities, Tambol Administration Organization (TAO), and Bangkok Metropolitan Administration* 5) *petrochemical industries* 6) *Thailand's Public Enterprises* 7) *forest temples* 8) *public-private hospital, Community Health Care Center, Government Hospitals, Public Health Organizations, Health and Mental Health* 8) *the Customs Department* 9) *the Court of Justice in Thailand, and Prisons* 10) *The Military, and Military Court Jurisdiction* 11) *the Departments of Agriculture Extension* 12) *State Enterprise Organizations (Thai Airways International Public Company Limited and the Airports of Thailand Public Company Limited, Petroleum Authority of Thailand)* 13) *the Department of Special Investigation, the Patrol Police Metropolitan Police Headquarters, the Royal Thai Police,* 14) *Thai non-governmental organizations* 15) *the Thai Government's E-Services.* Finally, Assoc.Prof.Dr.Suwannee Sangmahachai, and Assoc.Prof.Dr.Uthai Laohavichien who are the mentioned in the highest number of acknowledgements. However, because of some limitations about selecting experts in this field, the researcher also additionally searched the data about Organizational Theory experts, which resulted in Assoc.Prof. Somyos Naveekarn being selected for the study for an in-depth interview by purposive sampling.

9.2.2 Paradigms, Theories, Methodologies, and Innovations

Paradigms – *NPM paradigm* was the important paradigm which appeared in the most doctoral dissertations in Organizational Theory, and was composed of; *Organizational Theory* were composed of Thailand Quality Award (TQA), Total Quality Control (TQC), The Malcolm Baldrige National Quality Award (MBNQA), Public Sector Management Quality Award (PMQA), including *Policy Process paradigm*, especially implementation specific to acts, regulations, and laws.

Theories – major theories that were found in doctoral dissertations about Organizational Theory were composed of Thailand Quality Award (TQA) and Total Quality Control (TQC) which were found in Yakhun's dissertation, related with Narkwatchara (2008) who used the different theories, not only Thailand Quality Award (TQA) as similar to Yakhun (2006), but also The Malcolm Baldrige National Quality Award (MBNQA), and Public Sector Management Quality Award (PMQA). For special theories of Law; *Enforcement Approach*, *Community Relation Approach*, *Theory of Crime Control Through Environmental Design* were used by Chachaeng (2006).

Methodologies – claiming to use "*Qualitative Research*" appeared in doctoral dissertations by Navavongsathian (2008), Chaikityingjaroen (2010), Phueakbuakhao (2010), Chaemlamjiek (2010), Jaiyen (2006), Sittidech (2006), Deewattanakul (2006), Chachaeng (2006), Yamaphat (2010), Kornmai (2010), Yodudom (2009), Losirikul (2010), Thinyounyong (2009), Jitthamma (2008), Intaprom (2008), Boonyatikarn (2008), Bibithkosolvongse (2008), Yuvapurna (2008), Rakkwamsuk (2007), Prasertsingkul (2007), Pukkeeree (2007), Wangkanond (2007), Klongsungorn (2007), Kongsri (2007), Sumano (2007), Chindapol (2007), Sungsuwan (2007), and Padhanarath (2007).

Especially, Research and Development (R&D), Ethnographic Research, including Appreciation Influence Control (AIC) also were found in Phueakbuakhao's dissertation. Moreover, focus group was used by Chaemlamjiek (2010), Phueakbuakhao (2010), Losirikul (2010), and Chindapol (2007). Otherwise, participatory observation was used by Sittidech (2006), and non-obtrusive observation also were used in Phueakbuakhao's dissertation, while, semi-structure interview was used by Koopai (2010). Particularly, documentary research, in-depth interview

which was specific to key-informants were the important ways to gain the data for qualitative research in most doctoral dissertations, and “case study” was used by Boonyatikarn (2008).

“*Quantitative Research*” was used in doctoral dissertations by Navakul (2010), Chandratip (2010), Rojniruttikul (2009), Rattanaprichavej (2010), Muangsorot (2010), Jomboonruang (2010), Yakhun (2006), Narkwatchara (2008), Wiroonrath (2006), Paksanondha (2009), Rugchatjaroen (2010), Klinngam (2008), Srimuang (2007), Souksakit (2007), and Kanchanachitra (2007). Moreover, Descriptive Statistic also was found in Yakhun’s dissertation, and Jaroontham’s dissertation, while Inferential Statistic such as multiple regression was used by Navakul (2010), Jaroontham (2010), Tatsaphan (2007), Srimuang (2007), Kanchanachitra (2007), and Kanoknark (2005). Using stepwise multiple regression analysis was used by Angsusingha (2010), Klinngam (2008), and Luangpirom (2007).

In addition, one-way analysis of variance (ANOVA) was used by Navakul (2010), Rojniruttikul (2009), Koompai (2010), and Danaivan (2007), AMOS (structural equation model) was used by Chandratip (2010), Rattanaprichavej (2010), Galyarat (2010), Jomboonruang (2010), and Rerkpatanakit (2008). Moreover, path analysis was used by Rojniruttikul (2009), Exploratory and Cross Sectional Study, and Phenomenon Study were used by Rattanaprichavej (2010), hierarchical regression analysis was used by Siriwan (2010), and associated with using Exploratory, Cross sectional study, and Path analysis in Muangsorot’s doctoral dissertation. One sample t-test simple, and regression analysis were used by Souksakit (2007). Non-experimental research design, Standardized Score, Confirmatory Factor Analysis: CFA were used by Jomboonruang (2010). Then, Canonical Correlation with MANOVA was used by Yakhun (2006), and Wiroonrath (2006), while Goodness of Fit Causal Relationship was used by Narkwatchara (2008). Pearson’s Product Moment Correlation Coefficient was used by Narkwatchara (2008), Jaroontham (2010), Souksakit (2007), and Kanchanachitra (2007). Principal component analysis (PCA), and pathway analysis were used in Rugchatjaroen (2010), and chi-square was used by Danaivan (2007). Particularly, the Statistical Package for the Social Sciences (SPSS) is rather a popular program for analyzing “Quantitative Research” data.

“Quantitative Research” supplemented with “Qualitative Research” as “*Mixed Methods*” were found in doctoral dissertations by Wutthirong (2009), Siriwan (2010), Galyarat (2010), Koompai (2010), Angsusingha (2010), Buechoom (2007), Jaroontham (2010), Rerkpatanakit (2008), Rojanapithayakorn (2008), Srisuakam (2010), Jittasathien (2007), Prasertsinghkul (2007), Danaivan (2007), Tatsaphan (2007), Kanoknark (2005), Luangpirom (2007), Srisaracam (2006), and Promgird (2008) which used Visual Basic for Applications (VBA) in his doctoral dissertation, and Detto (2010). Cross sectional survey was used by Rojanapithayakorn (2008).

Innovations – there are some innovations found in this chapter. *Firstly*, approximately 100 Organizational Theory expert lists were referred to in the acknowledgement of the doctoral dissertations. *Secondly*, “school of thoughts” about Organization Theory appeared in 15 public organizations following the last elements.

Problems - there are 15 serious problems about Organization Theory. *Firstly*, problem of Information and Technology (IT), and Public Relation as were mentioned by Navakul (2010), Srisaracam (2006), Thinyounyong (2009), Klongsungson (2007), and Pukkeeree (2007), including negative image of prisoners towards outsiders as mentioned by Yodudom (2009), and insufficient information and technology to support decision-making about disasters such as flood as mentioned by Paksanondha (2009). In addition, as mentioned by Rugchatjaroen (2010) unstable IT systems which cannot standby 24 hours for supporting customers, insufficient information, the problem of network connections among different public organizations, including problem of up to date information, and using language which was too difficult to understand. In addition, most of documents about Knowledge Management still are papers, hard to search and use just in time as mentioned by Kanchanachitra (2007).

Secondly, environment problems such as political and economy as mentioned by Navakul (2010), and Kongsri (2007). *For examples*, environment problems around Samui Island damaged by both local people and foreigners as mentioned by Jaiyen (2006), environment problem of Forest Temples as mentioned by Yamaphat (2010), environment problem in prisons as mentioned Yodudom (2009), including water pollution as mentioned by Intaprom (2008). Frequent change of the labor Leaders, including lack of experts about labor was mentioned by Rakkwamsuk

(2007). Environment changes in globalization was mentioned by Wangkanond (2007) as Liberalization has more influences toward cutting down costs of Thai Air-Transports which affected accessing services of customers especially elderly people and disabled. Community waste was mentioned by Sungsuwan (2007).

Thirdly, lack of competencies, and strategies to competition as was mentioned by Navakul (2010), and Kongsri (2007). *Fourthly*, problem of influential person or “big gun”, and nepotism of Samui Island as mentioned by Jaiyen (2006). *Fifthly*, problem of commercial obstruction that is not tax such as hygienic health and safety of products, problem of importing and producing hazardous chemical substances in the country, problems of diverse International Multilateral Environmental Agreements related to chemical substances, and problem of varied chemical management in Thailand as mentioned by Sittidech (2006). *Sixthly*, difficulty for administration to cover large areas of Bangkok Metropolitan Administration (BMA) as mentioned by Deewattanakul (2006). *Seventhly*, collaborative problem among different sectors as mentioned by Paksanondha (2009), Thinyounyong (2009), Intaprom (2008), Rakkwamsuk (2007), Kongsri (2007), Tatsaphan (2007), Srisaracam (2006), Chachaeng (2006), and Rakkwamsuk (2007).

Eighthly, ambiguity of some policies about e-Government as mentioned by Srisaracam (2006). *Ninthly*, lack of resources and budgeting for use in the implementation of patrolman as mentioned by Chachaeng (2006), as some patrolman really need to pay these by themselves as mentioned by Chachaeng (2006), Boonyatikarn (2008), Pukkeeree (2007), Kongsri (2007), Tatsaphan (2007), and Sumano (2007). The problem of student loan, and demand and supply between students and providing curriculums is still happening in the Higher Education Institutions as mentioned by Bibithkosolvongse (2008). Increasingly, problems of physician shortage and misdistribution in Thailand as mentioned by Rojanapithayakorn (2008).

Tenthly, many problems in clergy were composed of various interpretations of Buddhist principles, conflict of interests about areas between seisis and capitalists, negative image either losing faith in clergy for many decades ago till now as mentioned by Yamaphat (2010). Increasingly, conflicts in Public Organizations as mentioned by Tatsaphan (2007), and conflict in Provincial Public

Health as mentioned by Jittasathien (2007). *Eleventh*, risk management problem as mentioned by Losirikul (2010), related with lacking plans for contingency support for situations as mentioned by Thinyounyong (2009). *Twelfth*, unclear forest borders under Royal Development Projects as mentioned by Boonyatikarn (2008). *Thirteenth*, problem about organizational structure as mentioned by Wangkanond (2007), Kongsri (2007), Sungsuwan (2007), and Kanoknark (2005), including expanding big city as “primate city” such as Bangkok as mentioned by Padhanarath (2007). *Fourteenth*, administrations were dominated by Top-down, which affected the creativities of subordinates as mentioned by Padhanarath (2007). *Fifteenth*, blurred vision of Bangkok Metropolitan Administration (BMA) as mentioned by Padhanarath (2007).

9.3 Discussion

For the results of the study that appear above, there are some additional special elements that the researcher will explain in this discussion section, as the study found eight doctoral dissertations in ThaiLIS, following the three objectives; 1) *Definition and general contexts of Organizational Theory* 2) *Paradigms, Theories, Methodologies, and Innovations* 3) *Problems*.

First of all, regarding general contexts of Organizational Theory, there are some interesting issues as mentioned below;

Definition and general contexts of Organizational Theory, Ketsuwan (2011, p.121) collected terms of Organization from some scholars such as *Thompson, Barnard*, and *Bakke* as cited in “Public administration and public affairs” by Henry (1999, pp.54-55). Namely, *Victor A. Thompson* who stated that “Organization is rational collaborative of many experts in order to go to organization goal”, associated with statement by *Chester I Barnard* who specified a personnel activity system needed at least two people for co-ordination, and the perspective of *E. Wight Bakke* who stated that “Organization is continuing system of using advantages both transfer and merge activities of human, related with resources in order to response personnel relationship and resources under environment”. Ketsuwan (2011, pp.122-123) also concluded specifications of Organization with 7 characteristics; *activities, secondary relationship and impersonal, specific goal and limitation, collaboration, under larger society*

system, serving products and services to society, depends on exchange under environment, and particularly 3 elementary characteristics of organization which are goal oriented nature, specialization, and structures.

Ketsuwan (2011, pp.123-124) referred to the term of Organizational Theory by Pugh that “*Organizational Theory is studying about structure, authorities, and behaviors of groups and individual in organizations*”, which Ketsuwan gave additional support for that Organizational Theory was rather specific towards implementation as cited by Kandwalla (1977, pp.17-18). Though, organizations do not have problems, but executives need to adapt organizational structures with various theories among environment changes and fashionable, relationships with implementation and designing.

The second objective that was studied; *Paradigms, Theories, Methodologies, Innovations* is discussed as follows;

Paradigms, regarding history as a paradigm perspective of Organizational Theory, associated with ***Theories***, started with classic theories such as “Time and Motion”, and “One best way” as “Scientific Management” by Frederic W.Taylor, POCCC by Henry Fayol, POSDCORB by Gulick and Urwick, these are also specific to tasks rather than to humans, so labor in the classic period is similar to robots. This was followed by the Human Resource era, which solved the limitation of the former era by regarding humans increasingly both physically and mentally such as the theories by Elton Mayo, X and Y theory by McGregor, Hierarchy of Human Needs by Abraham W. Maslow. After this, Organizational theories were developed under “Matrix Organization” as cited by Ketsuwan (2011, pp.124-125).

However, Kandwalla (1977b, pp.19-21) strongly confirmed that a major goal of Science was to explain, predict, and control situations, but the goal of Organizational Theory was to collect knowledge and find suitable ways to adapt the implementation. Particularly, organizational theorists try to design an emerging body of knowledge as “Law-like propositions”, which is different from the iron cage of physical laws. Increasingly, organizational models were split into 3 parts. Firstly, *closed models* were bureaucratic, formal, rational, and mechanistic such as bureaucratic theory by Max Weber, Scientific Management by Frederic W.Taylor, and POSDCORB by Gulick and Urwick, including functional principles by Henry Fayol,

and Mary Parker Follet. Then, *open models* were collegial, competitive, free market, informal, natural or organic. Especially, open models under primary school of thoughts; human relations, organizational development, and public organization as a unit on its environment, such as Hierarchy of Human Needs by Maslow, “hygienic factors” and “motivator factor” by Frederick Herzberg, including adaptive systems or contingency which were specific to environment and context of organizational theory such as “co-optation” stated by Phillip Selznick.

The last, was *the newer tradition model* as monolithic, organizational rationality, and compromise such as X and Y theory by Douglas M. McGregor. Moreover, many scholars who were interested to study the newer tradition model include; “Administrative Behavior” by Herbert A.Simon, “Organization” by James G.March, and Simon, “A Behavioral Theory of the Firm” by Richard Cyert, and March, and “Organization in Action” by James D.Thompson. Then, Barnard developed these theories in “The Functions of the Executive”. Furthermore, Ketsuwan (2011, p.139) additionally stated about compromise as synthesized by combined closed model and opened model under 3 elements; *changes, survival, success* and *failure* among uncertainty situations both internal and external.

Methodologies depends on the design of the research as mentioned already in the previous-chapter, for this chapter the study found that Qualitative Research is the most popular to use with 45% or 28 titles, followed by mixed methods which was used slightly as more than quantitative research with 18 titles and 16 titles respectively. Research and Development (R&D), Ethnographic Research, including Appreciation Influence Control (AIC) also were found in Phueakbuakhao’s dissertation. Particularly, documentary research and in-depth interview specific to key-informants were the important ways to gain the data for qualitative research of most doctoral dissertations; then “case study” was found in some titles. Observation, and non-obtrusive observation, together with semi-structure interview also were used in some doctoral dissertations, and focus group was used in nearly 5 titles.

Regarding Quantitative Research, the study found the use of both descriptive statistics and inferential statistics. Canonical Correlation with MANOVA, Pearson’s Product Moment Correlation Coefficient, and chi-square were also popular to use in many titles. However, there were some special interesting statistics found in

some titles such as non-experimental research design, Standardized Score, Confirmatory Factor Analysis: CFA, including Goodness of Fit Causal Relationship, Principal component analysis (PCA), and pathway analysis. Particularly, the Statistical Package for the Social Sciences (SPSS) is rather a popular program for analyzing “Quantitative Research” data. Increasingly, it seemed to be that since 2010 Mixed Methods was rather popular to use. Particularly, Visual Basic for Applications (VBA), and cross sectional surveys were used for one title each.

Innovations –innovations were found in this chapter, as with the former chapters such as Organizational Theory expert lists were referred to in the acknowledgement of each doctoral dissertation, and for which the study found round 100 experts. “School of thoughts” were found for 15 public organizations. Particularly, the study did not find other innovations such as postmodern paradigm in this PA sub-field.

Problems - the results above showed many problems in Organization Theory. Most of them were also similar to the problem of other PA sub-fields. For example, conflicts, problem of Information and Technology (IT), and Public Relation, ambiguity in policies, collaborative and participation, environment problems (political/economy/pollutions), ability to competitions, growing of Primate City as Bangkok Metropolitan Administration (BMA), problems of resources (man, money, materials), borders, organizational structure, including interfering and dominating by Top-down. Importantly, this subfield is not specific to “corruption” as other subfields, but looks at theories, models, and strategies to improve and adapt in organizations. On the other hand, some problems were different from other chapters such as negative image of prisoners towards outsiders, problems in clergy, and blurred vision of Bangkok Metropolitan Administration (BMA). Especially environment problem in prisons, and various contexts which affect elderly and disabled people. Indeed, Thailand has approximately 17 million elderly people (IPSR, 2014), and is the first ranked number of elderly people of ASEAN community, which also reflected that governments should seriously take care of them.

9.4 Conclusion and Suggestions

Ketsuwan (2011, p.140) concluded that organizations are permanent units of society, Organizational Theories also are knowledge which explain, understand, and predict many activities of organizations. Particularly, Organizational Theories rather need implementation such as designing. However, for relationship with Public Administration, Ketsuwan pointed out that Organizational Theories are the first body of knowledge of Public Administration, not only structures but also authority, and behaviors of personnel. Especially, 3 major models; *closed model*, *opened model*, and *the newer tradition model*, also need to support and drive PA knowledge better and better. Increasingly, both construction and development are the heart of the study;

Construction, there were many ideas of researchers such as Chaemlamjiek (2010) who suggested that setting up a priority plan ;*organization, processes, technology and elementary structures*, and *strategies*, including plans for support contingency situations; *wars, disasters*, and *insurgence* as suggested by Thinyounyong (2009), following good *visions*, and *strategic managements* as suggested by Chandratip (2010) and Navavongsathian (2008), are the first step to support organizations to success.

Safety first culture of organizations was suggested by MuangSOROT (2010), Koompai (2010), Tatsaphan (2007), and Chindapol (2007), who stated that organizational cultures; *communication, role model, value*, and *participation* also have more influences towards success in organizations, associated with the suggestion by Navavongsathian (2008) who worried about risk management. Otherwise, Palmyra Palm Culture was stated by Phueakbuakhao (2010), which not only constructed identity, and reflected folk wisdom of local people, but also brought sufficient income to them. Furthermore, a new attitude to solve crime and violence in the communities with the slogan “police are people and people are police” is related with a concept of “watchdog”, which Chachaeng (2006) strongly confirmed is an outstanding and excellent point in the new paradigm for the work of the patrol police. Especially, *central agency* who should have influences towards chemical management, and *collaboration* between public sectors, private sectors, and citizens as “organization networks” as was suggested by Wutthirong (2009), Losirikul (2010), Rakkwamsuk

(2007), Tatsaphan (2007), Wangkanond (2007), Chindapol (2007), and Rattanaprichavej (2010)

These reflect *participation* of people to monitor activities of governments as suggested by Chaikityingjaroen (2010), and participation of subordinates as Bottom-Up as suggested by Detto (2010), including public participation in Military Justice under merit system and democracy as suggested by Kongsri (2007). Meanwhile, Deewattanakul (2006) and Padhanarath (2007) also agree that government should separate the large area of Bangkok Metropolitan Administration (BMA) into sub local administrations, together with decentralization; *law, transportation, environment, and safety*. Of course, most of them should drive under “Governance” as strongly confirmed by Navavongsathian (2008), and Sittidech (2006).

However, *Leaders* are the heart of organizations, Chaikityingjaroen (2010) stated that major requirements for them are their ability of *decision making, service mind, and transparency*, meanwhile merging between entrepreneur and facilitators, including transforming the leaders by training from generation to generation as “mentor” was suggested by Yuvapurna (2008), together with, World CEO, and Bain & Company Model as suggested by Sittidech (2006). These also are the role model of the leaders in the modern and postmodern era to bring succession to their organizations, and survival among environment changes.

Development - change by the leaders, especially requires vision which is a very important factor to success of organization as Prof.Dr.Tin Pratchayaphrut stated that “*Vision is the art of seeing things invisible*”, including “think the difference” of the leaders as was suggested by Wutthirong (2009). Especially, being a *learning organization* because “no one is too old to learn” as suggested by Yuvapurna (2008). Therefore, Rattanaprichavej (2010) and Galyarat (2010) also agree that major types of learning organization will support development organizations with *Strategies and Principles* such as Business Continuity Plan (BCP) to resolve risk problems in the organizations as suggested by Losirikul (2010). Otherwise, 3Rs; *reduce, reuse, recycle* is the effective way to manage environment problems such as community waste as suggested by Sungsuwan (2007).

Kongsri (2007) stated that Military Justice should set up strategic relationships with organizational structure both manpower and goals under the constitution and democracy. Especially, Flat Organization which is specific to professionals, should separate administration from judgment of a case. Sometimes, “Buddhist principles” associated with nature’s rules can adapt to solve mind problems of people very confused in today society as suggested by Yamaphat (2010). Importantly, Rerkpatanakit (2008) strongly confirmed that Knowledge Management (KM), and strategies which are “wisdom capital” will support survival and competition of organizations.

Indeed, Knowledge Management (KM), is a popular strategy which was found in nearly 10 titles as was reforming, and transformations, which Wutthirong (2009), Rattanaprichavej (2010), and Souksakit (2007) also stated that environments have changes all time. Hence, scholars should make innovations to survive among competition of various business, related with strongly environment laws as suggested by Wangkanond (2007), associated with improvement in prisons with Management Systems (PRISMS) as hygienic conditions was suggested by Yodudom (2009). Meanwhile, adapting of Higher Education Institutions among environment changes was suggested by Chindapol (2007). Moreover, Intaprom (2008) suggested “integrated models” to solve Water pollution in long-terms. Then, a new model of Samui Island administration with “administrative operation”, concerned with two concepts of Samui Municipal Council (SMC) and Samui Major (SM) will support resolving many problems under time constraints as suggested by Jaiyen (2006).

However, in order to develop Bangkok metropolitan administration in long-term, Deewattanakul (2006) suggested an appropriated model “Three-Tiers System” which consisted of the center of Bangkok, the office of the district, and the unitary authority. Otherwise, Srisaracam (2006) suggested an effective model “the National Electronic Registration System: NERS” to develop e-Government; *citizen database, election, crime, and vital statistic* in public administration. Furthermore, Wangkanond (2007) supported using “Rational Model” in Thai Air-Transports Liberalization, following the DR TIP-MC2 model; *dialogue, regulation, team management, information and data, participation, mediation, communication, professional’s councils* for conflict management as suggested by Jittasathien (2007).

While, Prasertsingkul (2007) specified the use of ISO 9000 for control quality of organization by the system of public sectors and private sectors, including reducing many costs of capitals as possible to support competition both domestically and internationally. Particularly, awareness of signed contracts specific to *abilities*, *specifications*, and *experiences* of workers as suggested by Chaikityingjaroen (2010).

Information and Technology, Detto (2010) suggested that it should support Knowledge Management (KM) in the public organizations. Then, measure development Electronic Public Services with quality dimensions was suggested by Siriwan (2010). Otherwise, Srisuakam (2010) stated that a Multiple Criteria Model for Decision-Making in the selection of Computer-Systems will save Public Budgeting for this with efficiency, associated with “web strategies” which will encourage business operations of Small and Medium Enterprises (SMEs) as suggested by Srimuang (2007).

In addition, Srisaracam (2006) suggested that education leaders should set up the course of knowledge about the national electronic registration system and the perfect E-Government system in the field of Public Administration, related with supporting Information System both “functional Information” and “core information” such as Enterprise Informative System (EIS) to support decision making of executives as suggested by Klongsungorn (2007). These will support understanding of products and services of public organizations such as “participation communication” as agreed by Chaikityingjaroen (2010), Siriwan (2010), and Rojniruttikul (2009), while Sumano (2007) strongly confirmed that communication strategies is more important to the success of provincial governors.

Resources; man, money, materials, time, and technology was suggested by Siriwan (2010) who specified sufficient resources at the library in the Higher Education Institutions, related with the suggestion by Rojanapithayakorn (2008) specific to plans; *short term middle term* and *long term* for supporting manpower and distribution of physicians in Thailand. Manpower to manage community waste of big city as Bangkok Metropolitan Administration was suggested by Sungsuwan (2007). For Financing, Boonyatikarn (2008) suggested that private sectors, middle and rich people should support financing for Royal Development Projects in order to help poor people gain good opportunities and resources. Bibithkosolvongse (2008) was rather

worried about student loans, including demand and supply between students and providing curriculums which are still serious problems in Higher Education Institutions, so he suggested equilibrium for both of them will be the best choice for good education management as similarly as some researchers already mentioned in the former chapter.

The discourse of *Efficiency* and *Effectiveness* in the NPM paradigm still dominated general academics in the modern era till lately, and these affected policies, strategies and principles of Public Administration, and Siriwan (2010) suggested that governments should develop public policy perspectives, as according to the former periods they rather pay attention to empirical evidences. In fact, this may have something latent under the big icebergs, which reflected merging between NPM paradigm and postmodern paradigm, that is occurring now and then, associated with the statement by Uthai Laohavichien while in-depth interviewing.

Finally, many researchers also agreed that *leaders*, *organizational cultures*, and *technologies*, are the major factors to success of Knowledge Management in organizations as stated by Kanchanachitra (2007), while she also has two serious questions, How to align Knowledge Management with different tasks?, and How to encourage the workers awareness of using KM with their soul?. For this reason, public organizations should construct and develop Organizational Theory with “research” by Higher Education Institutions and Think Tanks as suggested by Padhanarath (2007), in order to use both Tacit Knowledge and Explicit Knowledge systematically as Jitthamma (2008) suggested. Especially, using “bridging social capital” for stimulating latent knowledge of researchers as supported by Luangpirom (2007).

CHAPTER X

CONCLUSION

Chapter X is an overview of Thai doctoral dissertations in Public Administration for thirty years between 2005 and 2012 from ThaiLIS in order to answer research questions following three major objectives; 1) to study the construction and development of Public Administration knowledge obtained from the Thai doctoral dissertations, 2) to study the paradigms, theories, methodologies, and innovations of PA's dissertation works, and 3) to analysis problems that appeared in doctoral dissertations. Particularly, the results of this chapter will be of value for each PA subfield and discussed from chapter IV through to chapter IX

10.1 Introduction

Public Administration has had a long evolution since trying to separate politics from administration during 1900-1926 in the first paradigm of Henry (2006). Woodrow Wilson wrote a famous article about Public Administration “*The Study of Administration*” in 1887, which was published in “*Political Science Quarterly*” in 1888 (Ketsuwan, 2011, p.28). After that, Public Administration became well known and continues to contribute to scholarship. In the year 2014, Public Administration is 236 years old, and 23 decades. Then, more than 125 years ago Public Administration emerged in America by Woodrow Wilson as mentioned above (Ketsuwan, 2011, p.28). However, empirical evidence shows that PA is quiet young. In Thai, PA was used for the first time at Civil Service College of King Chulalongkorn since 1899 in the King Chulalongkorn era more than 100 years ago, just over ten years after Public Administration began in America. The study found that 2005 was the first year of publishing contributions of PA doctoral dissertations, while Ramkhamhaeng University was established in 1971, and NIDA was established in 1966 and also were stronger in PA doctoral degree than others as cited in Laohavichien (1987).

The researcher surveyed by mixed methods a population (N) of 155 doctoral dissertations in PA (2005 - 2012). The innovation is studying Thai PA in a Holistic or State of the Art approach (Suttawet, 2009), which Thai researchers have never studied before, so the results will provide new knowledge and reflect the overall history of PA from the past to recently. This has the advantage to predict the trend of studying PA and its implementation in the future, including giving some suggestions towards stakeholders such as policy makers, and scholars to construct and develop PA as much as possible.

10.2 Overview of Thai PA Doctoral Dissertations

Regarding *The first item*, the study found that males had greater interest to study doctoral degrees in PA than females by a factor of two with 101 male researchers, and 54 female researchers. Especially, this proportion reflected male leadership values in Thai society from the past to recently. However Thai society has always given opportunities for females to be a leader in the different higher positions such as the prime minister, representatives, and chief executive of organizations. Certainly, this points to Thai democratic blossoming and women's rights in postmodern feminism.

Then, the results of the study found 155 Thai PA doctoral dissertations from 7 Higher Education Institutions, which are *Burapha University, Eastern Asia University, National Institute of Development Administration, Ramkhamhaeng University, Suan Dusit Rajabhat University, Surin Rajabhat University, and Ubonrachatani University*. Particularly, Ramkhamhaeng University is the strongest Higher Education Institution for PA doctoral curriculum as the study found that 65% of PA doctoral dissertations came from here, followed by the National Institute of Development Administration (NIDA) with 17%. This empirical evidence reflects the strength of PA curriculums both NIDA and Ramkhamhaeng University as shown in Table 10.1

**Table 10.1 Number and Proportion of Thai doctoral dissertations
in Public Administration between 2005 and 2012.**

Name of Higher Education Institution	Num. of	
	Doc. Dissert.	Percentage
1. Burapha University	8	5
2. Eastern Asia University	1	1
3. National Institute of Development Administration	27	17
4. Ramkhamhaeng University	100	65
5. Suan Dusit Rajabhat University	16	10
6. Surin Rajabhat University	1	1
7. Ubonrachatani University	2	1
Total	155	100

As the leading university in Political Sciences and PA Chulalongkorn University, and Thammasat University were established in 1917 and 1934 respectively, and both aim to be the leader of doctor of philosophy in Political Science. Ramkhamhaeng University, and National Institute of Development Administration specialize in doctor of Public Administration in order to construct and develop PA knowledge and skills for doctoral students being PA specialists. In addition, NIDA has opened PA in both Thai and International curriculums in graduate studies, while Ramkhamhaeng University has only opened Thai PA curriculum for both undergraduate and graduate studies. Consequently, different types of universities with the lowest proportion of doctoral dissertations were found in the study were youngsters of Thai PA doctoral curriculums and programs in Higher Education Institutions which really need to increasingly receive construction and development of Thai PA knowledge by scholars.

Researchers' careers were investigated through searching the curriculum vitae or biography in the final part of each doctoral dissertation, including investigating data of current researchers' careers on the internet. The study found that the researchers came from different occupations. Indeed, instructors and educational authorities was a popular career (nearly 50%) as they pay more attention to study in

Public Administration than other careers. It is therefore the first priority and important goal of Higher Education Institutions which most new generation instructors really need to consider, in order to gain promotion to higher positions or move to other organizations, and find the better chances for their life after graduation from their doctoral degree.

Following this is 35% for chief executive of both public and private organizations for which they need to use knowledge and skills in this field to manage various tasks and projects. A career as a politician has the lowest numbers with fewer than 5%. Various careers which pay attention to study in this field were reflected as “Interdisciplinary” and “Multi-Useful” for studying Thai Public Administration as shown in Figure 10.1

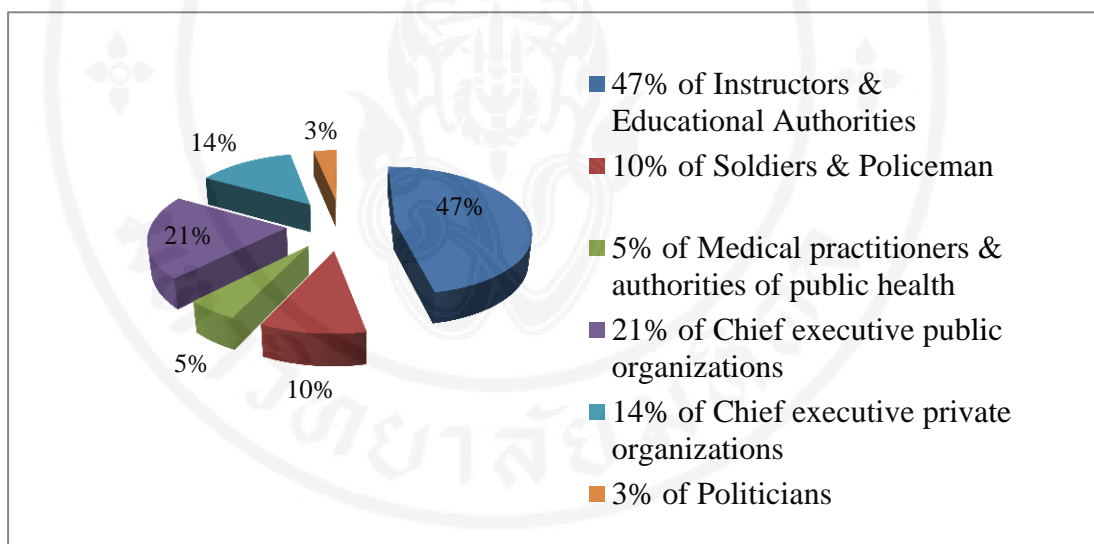
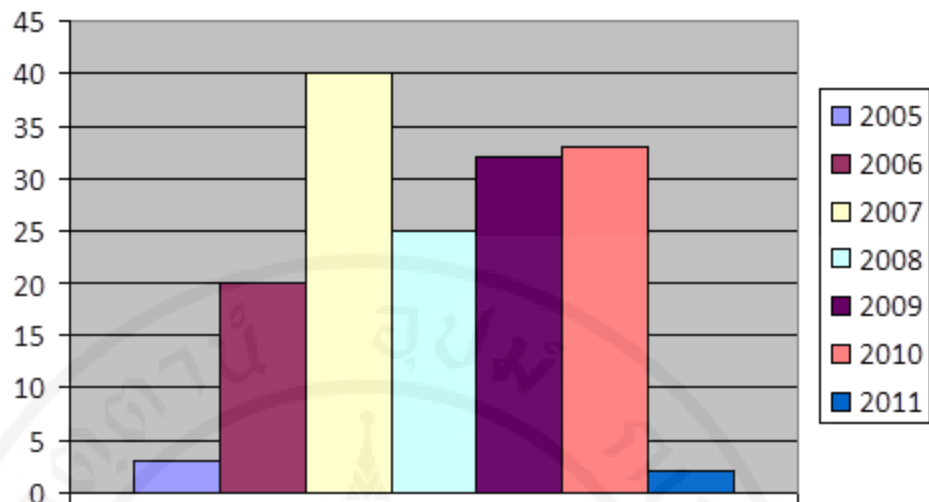


Figure 10.1 Percentage of Researchers' careers

Then, the study also found that the earliest year of publication and distribution was 2005, while the latest year was 2011, which indicated that studying Thai PA in doctoral degrees is still quiet young. In addition, the study found the proportion of doctoral dissertations increased nearly 70% from 2007 to 2011. Particularly, this is related with the Thai PA flourishing and blooming paradigm as was pointed out by Yavaprapas and Whangmahaporn (2012, p. 3), as shown in Figure 10.2



**Figure 10.2 The Years of Publication and Contribution
Thai PA Doctoral Dissertations**

PA subfields categorized by Shafritz and Hyde (2007) showed the identity of Public Administration after splitting from Political Sciences since the first PA paradigm by Henry (2006). The study found the highest number is Organizational Theory with 40%, the second highest is Policy Analysis with 22.5%, while PA curriculum has the lowest number with just only 2%, and Ethics and Human Resource Management have equal proportions of 15% as shown in Figure 10.3

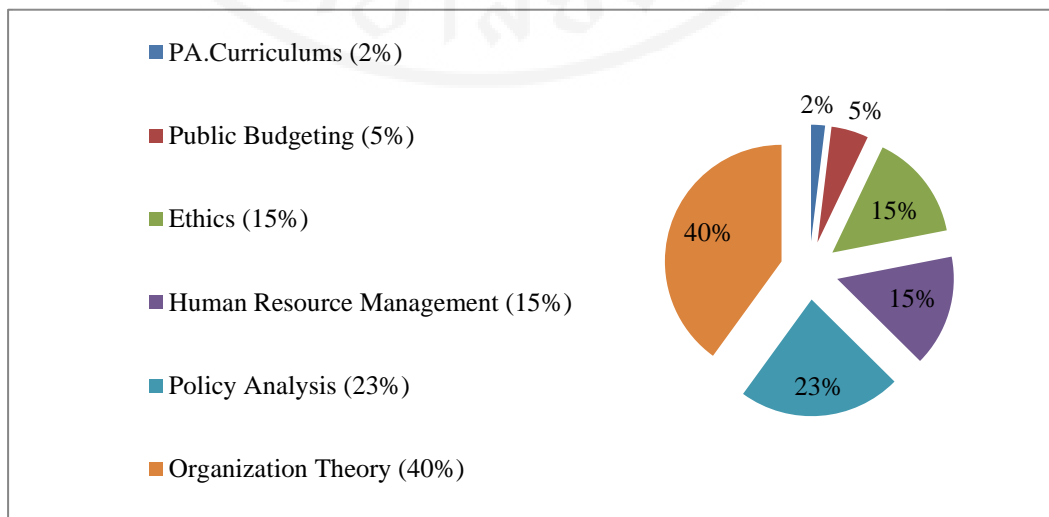


Figure 10.3 Proportion of PA subfields and curriculums

The number of doctoral dissertations each year categorized by PA subfields and curriculums, is presented in Table 10.2

Table 10.2 Proportion of PA subfields and PA curriculums compared with the years.

PA subfields & curriculums	Num. of doctoral dissertations compared each year							Total
	2005	2006	2007	2008	2009	2010	2011	
	1. PA Curriculums	-	-	1	-	1	1	
2. Public Budgeting	-	-	2	2	2	2	-	8
3. Ethics	-		7	7	7	1	1	23
4. HRM.	-	2	5	2	12	2	1	24
5. Policy Analysis	2	9	8	3	5	8	-	35
6. OT.	1	9	17	11	5	19	-	62
Total	3	20	40	25	32	33	2	155

From Table 10.2, the study found that the year 2009 had the highest number of published PA doctoral dissertations in HRM. with 12 titles. 2007 and 2010 were the most popular years for publishing PA doctoral dissertations in Organizational Theory with 17 and 19 titles respectively. The publishing of PA doctoral dissertations in Ethics reduced in numbers in the later years.

The second objective; *paradigms, theories, methodologies, and innovations*, reflected philosophy perspectives not only ontology but also epistemology and methodologies.

For *Paradigms*, the study found many paradigms in the 155 doctoral dissertations, which the research categorized into 6 major paradigms which are 1) *NPM paradigm*; consumer protection, managerial values, efficiency, effective, strategy, and management 2) *Democracy paradigm*; participation, commitment, public network, and Civil Society 3) *HRM paradigm*; leadership, the Quality of Work Life, reward system, retention, Human Resources Development(HRD), welfare, trust, attitudes, and employee and entrepreneurship 4) *Governance paradigm*; ethical

behaviors, and conflict 5) *Postmodern paradigm* such as gender equality, feminine leaders, special Abilities, and innovative leaders 6) *Policy processes paradigm*; formation, decision making, implementation, enforcement, evaluation, assessment. The NPM paradigm is the most popular paradigm and was inserted into all PA subfields.

Regarding, *Theories*, there were various theories which appeared in the doctoral dissertations. Normally, theories were also related with paradigms and depended on the titles as ontology perspective, especially, *Public Sector Management Quality Award (PMQA)* Moreover, *Total quality management (TQM)*, and *Thailand International Public Sector Standard. Management System and Outcome (PSO)*, *Results-based management (RBM)*. *Classical theory* as Top Down Analysis, Elite Model, and Institutional Model, Group Theory, System Theory, Organization Behavior, and Case Study are still popular to use in many doctoral dissertations for all PA subfields. Furthermore, there were some *interesting theories*; Buddhist Economics, Grounded Theory, Learning theory, psychology theory, strategic management, Balance Scorecard, Key Performance Indicator (KPIs), 360 degree evaluation and empowerment, Innovative Leader Model, Thaworn Kietchaiyakorn's SEDMAR+GNH Model, and ELEVEN CITY OF HAPPINESS which are the appropriate strategies for developing the Nakhonsawan vocational students' behavior. These also were used in many doctoral dissertations, especially "contingency theory" which has more and more influence to explain various situations in both the modern and the postmodern eras.

Methodologies, the use of methodologies also depended on the researchers and titles. Particularly, documentary research, in-depth interview specific to key-informants, and focus group were the important ways to gain the data for qualitative research. Special approaches were used to collect data such as EEDFR (Ethnographic Delphi Futures Research). Then, the data was analyzed with "Analytical Description".

"Quantitative Research", and "Survey Research" which is a type of Quantitative Research was found in some doctoral dissertations. Particularly, the Statistical Package for the Social Sciences (SPSS) is rather a popular program for analyzing "Quantitative Research" data, especially *descriptive statistics* such as Percentile, Mean, and Standard Deviation (S.D.). Higher level of analysis with

Inferential Statistics was composed of T-test, F-test, Stepwise, multiple regression, simple correlation analysis, the standard regression coefficient, Pearson's Product Moment Correlation Coefficient (PPMCC or PCC), Scheffe's test, Chi-square test, One-Way Analysis of Variance (ANOVA), Multivariate analysis of variance or multiple analysis of variance (MANOVA), Multivariate analysis of covariance (MANCOVA), factor analysis, path analysis, including path coefficient from the Structure Equation Model (SEM) with AMOS program, and Linear Structural Relationship Model were used for analysis in "Quantitative Research". Moreover, "Time Series Analysis" was used for analysis of the titles which concerned data in the long term. After this, "Mixed Methods" which are combined with "Quantitative Research", and "Qualitative Research" was found in some doctoral dissertations, particularly the trend of using "Mixed Methods" seemed to be quite a lot higher than in the past. A comparison between PA subfields and curriculums, and types of methodologies is shown in Table 10.3

Table 10.3 Proportion of PA subfields and PA curriculums compared with Types of methodologies

PA subfields & curriculums	Types of Methodologies					Total
	Qual.	Quan.	Mixed Methods	Survey Research	Non- Exper. Re.	
1. PA Curriculums	3	-	-	-	-	3
2. Public Budgeting	2	3	-	-	3	8
3. Ethics	10	-	4	9	-	23
4. HRM.	4	11	7	2	-	24
5. Policy Analysis	20	3	12	-	-	35
6. OT.	28	16	18	-	-	62
Total	67	33	41	11	3	155

From Table 10.3 above, the study found five types of methodologies of 155 PA doctoral dissertations. Three major methodologies are Qualitative Research, Quantitative Research, and Mixed Methods. While, Non-experimental Research only

found three titles by Laohapakdee (2008), Kanjananont(2010), and Prasungsit2007) which appeared in Public Budgeting. However, Uthai Dulyakasem said that some scholars counted Survey Research under Quantitative Research cited in Panich (1993, pp. 117-162). Qualitative Research which was the most popular methodology for users of all PA subfields, with 67 titles (43.22%), followed by Mixed Methods with 41 titles (26.45%).

Regarding *Innovations* – Thongcharoen concluded the definition of “innovation” was that “characteristic of innovation as “new life”, closely with “change”, new or the introduction of idea, method, product, invention, action, activity, process, new order things”. There were nearly ten issues for innovations found in PA doctoral dissertations. *Firstly*, no one study PA used the holistic or A State of the Art Review before, therefore the results of this study also are the Ideal Types of Thai PA knowledge for supporting other PA researchers. *Secondly*, using a quality database such as Thai Library Integrated System (ThaiLIS) for searching data and information such as articles, researches, and thesis can support the researchers to save time and money. *Thirdly*, rather too few researchers study the PA curriculum, resulting in fewer doctoral dissertations in PA curriculums. *Fourthly*, the study also found the relationship among PA subfields, namely Public Budgeting has a very close relationship with Economics, while Ethics and Human Resource Management also have a very close relationship. Moreover, Ethics is not only close with all subjects but also all PA subfields. *Fifthly*, “Public Debt” has disappeared in doctoral dissertations in this field. *Sixthly*, “school of thoughts” appeared in most PA doctoral dissertations. *Seventhly*, PA experts who have been mentioned by researchers also contained the lists in each PA subfields, which never have ranked the PA expert lists, and categorized specialists in each PA subfield before, while other fields such as such as sciences, and economics have doing this a few decades ago. *Eighthly*, “postmodern paradigm” appeared in some doctoral dissertation in Policy Analysis such as “gender equality”, “woman empowerment”, and “women executive”.

The last objective is *Problems*, each PA subfields has different unique problems. For example, the serious problem of a lack of doctoral dissertations about Thai PA curriculums was found in only 2% of PA doctoral dissertations. Then, the disappearance of Doctoral Dissertations about “Public Debts”, despite it being the

major part of Public Budgeting. Other problems were found similarly in all PA subfields. *Firstly*, the interference of politicians towards the mechanics and working processes of different public organizations which affected the freedom of decision making of independent entities. *Secondly*, lack of devolution; *tasks, man power, budgeting, and law* towards government agencies in local areas. *Thirdly*, lack of collaboration among public sectors, private sectors, and citizens. *Fourthly*, concealing some advantage data, including “adverse selection” of government officers. *Fifthly*, unprofessional behavior of the committee who monitor regulations and rules following the Ethics principles. *Sixthly*, unprofessional Public Relations information towards people in the different communities, especially those far away from the Centre of sources, including misunderstanding information which brings conflict within Public Enterprises. *Seventhly*, government officers were limited in their creativities to innovate, due to the bureaucracy system which seems to have so strict regulations and rules. *Eighthly*, The lack of balance between the environment and economic growth, including environmental problems such as sewage, Municipal solid waste, and Industrial Wastes which are dangerous and affect the community. *Ninthly*, restraint of government officers towards temptations and advantages which came from suspicious sources and privatization, including businessmen who come into political positions to take and find advantages for supporting their business and companions. *Tenthly*, unlimited position of executive managers to use their monopoly powers within public organizations.

Increasingly, there is the issue of “quality and quantity” and “demand and supply” of studying and teaching, and the suitable numbers of enrollments of doctoral students per academic year, including management of PAdoctoral curriculums in some Higher Education Institutions, which most Thai scholars are rather anxious about the quality of studying and teaching in them, as it will affect to demand and supply of PhD. scholars, and Human Resources Management (HRM) in the long term. What is to happen if there are lots of PhD scholars but most of them don’t have enough quality, and lack a body of knowledge? Of course, stakeholders such as Thai Higher Education Institutions, and committee of doctoral programs are the important keys to control and balance PhD students before they will be released into labor markets.

“Corruption”, is a serious problem of all PA subfields, and seems to have rising complication of types and ways of corruption as a “Corruption Network” compared to the past, with other types such as *populist policies*, *policy corruption*, *corruption network*, *information corruption* as “adverse selection”, associated with a statement by Thaisanguanvorakul(2009) who stated that people have too little perception about “Corruption”, despite corruption being the serious problem of Thailand for so long.

10.3 Conclusion and Suggestions

Lately, PA in Thailand is still popular for lots of prospects in different careers. Importantly, Higher Education Institutions, and Public Administration Association of Thailand (PAAT), including school of thoughts and think tanks also have influence for integrating Thai PA contexts, in order to develop the body of knowledge, including studying and teaching management with “efficiency” and “effectiveness” within NPM paradigm and theories in Knowledge Based Society (KBS).

However, Horie (2014) stated that Public Management has grown up over the past 30 years and the dominance of Anglosphere Public Administration is ending (Pollitt, 2014). After this Public Administration really needs to adapt to outside the anglosphere specifically to different contexts, side effects, productivity of government departments, which are particularly very big on promises and very short on evidence. These will support public administrations becoming more powerful and influential. Of course, among “without boundaries” of different countries and regions as ASEAN, ASIA, Europe and America in globalization, they cannot reject academic cooperation with each other.

The ASEAN community emerged more than 45 years ago and they will open a window of opportunities in 2015 with the ASEAN slogan “One Vision, One Identity, One Community”. These reflect the very important collaboration construction or “hand-in-hand” networks; *Trade Union*, *community network*, *business network*, and *collaboration network* by integrated working of public sectors, private sectors, and civil society. This includes constructing a value in “give and take” to people in

different communities, especially ASEAN community, which is also the power factor to strong construction of administrations.

For this reason, Bowornwathana (2008, pp.84-85) also gave 7 suggestions to develop Thai PA scholars to become strong in the international forums; 1) *They should write academic and research articles to publish in the International Journals* 2) *They should participate with academic activities in foreign countries* 3) *They need to have enough knowledge and capacity for being the special lecturers in the foreign famous universities* 4) *They should pay more attention to following and catching up with progress in academic work* 5) *They should make supporting academic tasks a condition for the Internationalization of their universities* 6) *They should control the quality of producing doctoral students by Thai universities* and 7) *They should understand the difference between the academic world and implementation world.*

Furthermore, Prof.Dr.Boontan Dockthaisong also gave some suggestions for being good PA scholars after graduation in doctoral degrees, namely 1) *respect all Higher Education Institutions as equal* 2) *respect others as equal as self-respect, not only seniors but also youngers because juniors may make something better than seniors such as technology* 3) *give love and kindness for all as equal* 4) *use wisdoms to solve any problems.*

Human Resource is the heart of organizations, normally driven by the leaders who have been working with “Proactive” as Public Service Delivery, and have more influence towards decision making such as “to do” or “not to do” something in organizations. Particularly, “Talent” and “Innovative Leader” are needs of general organizations, so they can make increase productivity, and bring organizations to overcome challenging obstacles as well in the contingent situations, including being good “mentors” of new generations. Certainly, these also depend on the “vision” of the leaders, which is the art of seeing things invisible, as Prof.Dr.Tin Prachayapruit stated during in-depth interviewing.

However, in the postmodern era, the lady leaders rather have more power than the past, as prime ministers, and presidents of some countries also are woman. Moreover, governments should expand retirement of some careers at 65-70 years as the average age of Thai people is greater than in the past, and is the first ranked of elderly people of ASEAN with approximately 17 million people (IPSR, 2014).

Meanwhile, “competency-base-learning” should be used for the development of middle-executives, together with “Planning” in the short-term, middle-term, and long-term. These are very important for all processes of Human Resource Management in order to prepare for “demographic change” which will affect the allocation and distribution of resources with “equality” and “equity” to populations with different social status and locations under uncertainty such as wars, and occasional disasters.

Increasingly, Walker (2013), stated about the Ideal Type of leaders in international education that Dragon is the fantastic and suitable type of leaders nowadays, not only theoretically and practically, but also technically (e-governments) and methodologically, including adapting themselves to environment changes; *social, economic, and political* related with Hybrid Theory, and ecological philosophy. Particularly, using social networks for administrations to save cost and time with efficiency and effectiveness. These qualifications are also amenable to inter-governments, meanwhile they really need to have awareness of their identity of different styles of each country. Leaders should be careful of the pitfall of being a professional that is “Jack of all trades and master of none”.

However, the study showed some challenging questions about each PA Subfield, for Public Budgeting, which is a matter innovation which the researchers should try to find the answer to regarding why no one is interested in studying Public Debts, despite it being an important part of Public budgeting. The next question, is How can we find a balancing point of resource allocation between private and public sectors?. The quality and quantity of doctoral students, is related to the demand and supply of studying in PA curriculum, so how can education leaders and stakeholders manage this serious problem with efficiency, effectiveness, and quality?. For this reason, Higher Education Institutions, or Think Tanks should undertake more and more research to find innovation under financial support by governments and Non-Government Organizations (NGOs).

Corruptions were especially found in all PA subfields. These challenging questions are still waiting for collaboration among governments, policy makers, education leaders, and stakeholders to solve this problem of long-term sustainability under contingency situations; *war, disasters, rebellion, and economic fluctuations*, and without boundaries. This is in order to have quality scholars, amenable to the

elemental needs of people for well-being with equilibrium between “work” and “life”, and to solve serious problem such as a poverty under the philosophy of “equity” and “legitimacy” with higher and higher fiscal disciplines; *revenue*, *expenditure*, and *public debt*. Meanwhile, governments should be aware of Public Interest as “optimized profits” rather than “maximized profits” of private companies. Particularly, governments should monitor market share by giving good opportunities for private sectors, especially Small and Medium Enterprises(SMEs) to survive among fluctuations of domestic and world economics, and avoid being annoyed by big business as "Big fish eat little fish". Meanwhile they should use “risk management” with the uncertainty of situations such as recently.

Decentralization to local areas, in order to respond to the needs of people in different areas is related with the motto “no one size fits all”. However, although Thailand has decentralization a long time ago, especially since 1997 till now, lately, governments and stakeholders cannot allocate and contribute many powers seriously; *budgeting*, *man powers*, *burdens*, and *laws*. This is especially the case for budgeting which they set up to provide local administrations with 35% of annual budgeting since 2006 but now the proportion still is below the standard line (Chulalongkorn University, 2014). Meanwhile, participation of people with the community forum as “community engagement”, and as watchdog to investigating and monitoring government expenditures and activities, also were reflected to flourish in the democracy in the modern era.

This is together with supporting “self-sufficiency” following the parsimony rules in various communities associated with the philosophy “Sufficiency Economy” by King Bhumibol Adulyadej, and “Gemeinschaft” which is an ideal type of social organizations that were systematically elaborated by Tönnies (trans, 1887). These are interesting ways to engage the construction and development of Public Administration rooted in long term sustainable living. Finally, the researcher suggested that some topics such as PA International curriculums, school of thoughts, and PA doctoral curriculums also are interesting topics to study after this.

For the future of Public Administration, the researcher identified from Public Administration Review (PAR) Vol.70 the categorization of seven parts, when were then integrated with the results; *paradigm*, *theory*, and *methodology* of the study to become the prediction of Public Administration in the future, especially in 2020, and twenty first century. First of all, the scholars should investigate the Good, the Bad, and the Ugly of productivity and activity from Public Administration in the past. **Paradigm**, there is an overlapping between the modern era and postmodern as Riccucci (2010, s304-s306) mentioned regarding rethinking epistemic traditions. **Theory**, Wise (2010, pp.s164-s166) mentioned greater hybridization coming such as hybrid organizations. **Methodology**, Sanjeev and Craig (2010, p.s104) aim toward a platinum standard for Evidence-Based Assessment by 2020, with assessment using two experimental methods, and seeks to make the choice of methods, more inclusive, practical, and relevant.

However, for five PA subfields, Joyce and Pattison (2010, pp.s24-s32) had a challenging question about **Public Budgeting** in 2020 whether that returns to equilibrium, or continues a mismatch between demands and resources?. It is difficult to know what to make of an assignment to speculate about public budgeting 10 years from now, and to be specific about expenditure for spending growth, and education spending. Hence, for a brighter 2020, the governments will struggle to control deficits and debt, and realize both dramatic and painful changes are to be made to revenues and expenditures that put the country on a more fiscally sustainable path. **Human Resource Management**, Wolf and Amirkhanyan (2010, pp.s15-s17) specifically address demographic change, from which they consider two broad categories of potential impacts of population change on the scope, structure and functions of state and local governments. Therefore, the demographic trends are likely to influence not only the mix of services provided, but also their design. Moreover, Getha-Taylor (2010, pp.s170-s171) stated that while technological advances will allow for unprecedented learning and interconnectedness, these advances challenge government's already limited capacity for responsiveness to employee and citizen needs. For this reason, future managers should consider both the utility and the constraints of our most promising tools and practices.

Ethics, Johnston (2010, pp.s122-s123) stated that the key to envisioning a healthy governance infrastructure today and into the future is to frame the challenges of governance appropriately, which include use in online communities, innovative business, nonprofits, and governments demonstrate the challenges and possibilities of new governance infrastructures that retrofit and complement existing governance infrastructures. **Policy Analysis**, most scholars specifically address strategic planning and strategic management, especially Balanced Scorecards as Edward (2010, pp.s224-s225) stated that one thing we know from numerous studies that measurement shapes behavior. So, have we missed the boat on planning? We do know that many plans do not incorporate a balanced scorecard approach. Another focus on mission that they miss are other responsibilities of public agencies.

Organizational Theory, Stokes (2010, pp.s153-s155) is specific about community engagement of organizations, while “greater hybridization is coming” is the point of organization in the future that Wise (2010, pp.s164-s166) estimated, including electronic systems both intranet and internet as E-Government will increasingly be needed in different organizations as Norris (2010, pp.s180-s181) predicted.

Finally, most anticipated from PAR above and also associated with the results of the study as mentioned already, the researcher confirmed that several keywords; *sustainability, equilibrium, shared-power world, community engagement, E-Government, strategic planning, governance* and *back to basic*, together with globalized world, and globalized research as Moloney and Gulrajani (2010, pp.s298-s299) stated also are important to drive PA among other environment changes.

The following table shows the comparative conclusions of all subfields that are concerned with paradigms, theory, methodology, innovation, and problems found from the whole dissertation research.

Table 10.4 Conclusion of five PA subfields, and PA curriculums

PA subfields	Paradigms	Theories	Methodologies	Innovations	Problems
PA curriculum	Most frequent is NPM paradigm	NPM/ PMQA/ TQM, including management theories	Qualitative Research 100%	1) DPA Mahidol University has a Thai language curriculum but requires doctoral dissertation to be written in the English language, and reflects Hybrid theory, and universal also has an influence towards this. 2) DPA International Curriculums found from NIDA, and Khon Kaen University while Maha Chulalongkornrajavidyalaya University (MCU) will open soon.	1) Lack of doc. dissert. about PA curriculum which found only 3 titles from 155 titles 2) All of them study from Rajabhat Universities reflect non-diversity.
Public Budgeting	Most paradigms closely related with economics	NPM/ HRM/ Governance/ Policy processes	Qualitative Research (2 titles) Quantitative Research (3 titles) Non-experiment Research (3 titles)	1) Found relationship between Economics and Management 2) “socioeconomic” as mentioned by Trakarnsirinont (2010) which is the effective hybrid theory (sociology+ economics) for solving Public Budgeting problems in long-term sustainability 3) Non-experiment Research was used in Public Budgeting only.	No one study about Public Debt, but scholars can see they are from economics

Table 10.4 Conclusion of five PA subfields, and PA curriculums (cont.)

PA subfields	Paradigms	Theories	Methodologies	Innovations	Problems
Ethics	Governances / HRM / Democracy	Governances / HRM.	Qualitative Research (10 titles) Mixed Methods (4 titles) Survey Research (9 titles)	Found relationship between Ethics and Human Resources	Various types of Corruptions.
Human Resource Management	Modern/ Postmodern NPM. / HRM / Ethics/ Public Policy	Leader/ Classical Theory/ HR. processes / Postmodern	Qualitative Research (4 titles) Quantitative Research (11 titles) Mixed Methods (7 titles) Survey Research (2 titles)	1) Innovative leaders 2) Brain + Health = Ends 3) Balance between “life” and “work” 4) Buddhist Economics	1) Disability of brain and mind of people in the recent past 2) Also believe in western theories. 3) lack of creativity
Policy Analysis	NPM. /Policy/ Democracy processes/ Postmodern	Policy Process / Project/ Strategy / Classical Theory	Qualitative Research (20 titles) Quantitative Research (3 titles) Mixed Methods (12 titles)	Similar to general innovation of most PA subfields. Especially, postmodern about Gender mainstreaming by Bhongsvej (2009)	No one study covered all Policy Processes, while implementation and evaluation are popular to study.

Table 10.4 Conclusion of five PA subfields, and PA curriculums (cont.)

PA subfields	Paradigms	Theories	Methodologies	Innovations	Problems
Organizational Theory	NPM. / Policy Process	Classical Theory/Contingency Theories /Behavioral Theory	Qualitative Research (28 titles) Quantitative Research (16 titles) Mixed Methods (18 titles)	Found studying different areas such as problems in clergy by Yamaphat (2010)	There are many theories, but difficult to select theory for fitting with people, places, and time.
Overall	1) NPM 2) Democracy 3) HRM 4) Governance 5) Postmodern 6) Policy processes, especially NPM. Paradigm which is popular to use in many doctoral dissertations.	There are many theories that were found in 155 doctoral dissertations, but the popular and interesting theories were associated with 3 major theories; 1) Contingency theory 2) Hybrid Theory 3) Classical Theory	3 types of Methodologies, especially Mixed Methods or “Hybrid” as referred to by Creswell & Plano which have a trend to increase compared to the others after 2010	1) This is the first research studying PA Holistic 2) ThaiLIS database to save time and money 3) PA expert lists 4) School of thoughts 5) Found relationship of some subjects and subfields, reflected interdisciplinarity of PA & environments	1) The study found both unique and different problems, “corruptions” more serious problems of all PA subfields 2) Thai PA doc. curriculum is young with 2005 as the first year in which publishing PA doc. dissert. was found

Table 10.4 Conclusion of five PA subfields, and PA curriculums (cont.)

PA subfields	Paradigms	Theories	Methodologies	Innovations	Problems
				<p>6) They borrowed theories from other social fields such as economics, religions, ethics, engineering, 7) some problems are innovations, innovations may become problems sometimes</p>	<p>- Problems which were found from studying; 1) collecting data in dangerous zone, especially in the situation of political conflict last year 2013 till May 2014, 2) Difficult to find some person names and institutions</p>

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Semi-structured In-depth interview form

Interviewer: Miss Pratumtip Thongcharoen.....

Student ID 5437007 SHPP/D

Doctoral Candidate, Faculty of Social Sciences and Humanities,

Mahidol University, Thailand

Date / Month / Year of Interviewing.....

Expert's name:

Subfield's name:

Place was used for interviewing:Depends on PA expert.....

Exposition:

The study of The Construction and Development of Public Administration Knowledge : A State of the Art Review from the Thai Doctoral Dissertations has three objectives; firstly, to study doctoral dissertations in Public Administration between 2005-2012, secondly, to study paradigms, theories, methodologies and innovations, and lastly, to study problems of doctoral dissertations in Public Administration between 2005-2012, in order to provide some suggestions or possible ways to solve the problems towards construction and development of Public Administration knowledge in Thai Higher Education Institutions.

As you are an expert in....., therefore, in order to help succeed in the three objectives described above, could you please give me comments and suggestions about the results of the study.

Comments and Suggestions about the results of the study

1. In your opinion, what do you think about the results of this study?

1.1 How could I improve and develop the results of this study?

1.2 Could you please give some additional suggestions to construct and develop this subfield of PA knowledge?

.....
.....

2. In your opinion, how has knowledge of this subfield changed from the past to recently? (evolution and paradigm)

.....
.....

3. From your experiences with this subfield, what is the major problem of studying this field, and how could you give suggestions to resolve this problem?

.....
.....

4. What do you think about encouragement for Thai PA doctoral dissertations into ASEAN academic forums and the others international conferences?

.....
.....

Thank you very much for your comments and suggestions which will help this study.

Pratumtip Thongcharoen,
Doctoral candidate, Mahidol University

BIOGRAPHY

NAME	Miss Pratumtip Thongcharoen
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