

Driving the reform of Local Personnel Administration Particular Research the Processes of Recruitment

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Abstract

This qualitative study intends to: 1) examine the background and problems of local personnel administration, with a focus on the recruitment and selection process, based on the merit system and decentralization principles; 2) examine the elements that make local personnel administration effective, with a particular emphasis on the recruitment and selection process; and 3) pinpoint tactics to promote reforms in local personnel administration, with a particular emphasis on the recruitment and selection process. The sample comprises twenty individuals, comprising of two experts, two senior executives from the civil service, six senior executives from local government officials or employees, six local government officials or employees operating at the operational level, and four local government officials or employees involved in the recruitment and selection procedure. Detailed interviews, focus groups, and content analysis are some of the techniques that are employed. The research findings show that: 1) the context and issues of local personnel administration, especially the recruitment and selection process based on the principles of decentralization and the merit system, indicate that local administrators frequently display biases, both positive and negative, towards their subordinates due to close working relationships, leading to a tendency to use patronage systems in personnel administration; 2) the elements that improve the effectiveness of local personnel administration, especially the recruitment and selection process, include the continuous promotion and development of personnel and the appropriate use of patronage and merit systems in administration. and 3) The process of selection should evaluate candidates' professional skills, academic knowledge, and position-specific knowledge. The Central Committee will be in charge of the academic assessments, and local administrators and the Provincial Committee will evaluate candidates' suitability for the role. This will guarantee that qualified candidates are chosen while properly utilizing the patronage and merit systems. 4) Encouraging and cultivating among executive officials and local administrators a knowledge of morality and ethics in personnel administration.

Keywords: *Personnel Administration, Recruitment and Selection Process*

INTRODUCTION

Local administrative organizations' main responsibility is to provide public services, with the goal of establishing a path for high-quality public service delivery that satisfies the needs of the general public. The provision of public services must promote harmony within the community and local society and address equality in all of its dimensions, including social and economic ones. In addition to generating jobs for locals, excellent public services also support local economic development and population contentment. Therefore, efficient problem-solving and public service delivery depend heavily on local personnel administration. (Somchai Nantapirat, 2022)

Public services pertaining to people's everyday lives and well-being are provided by local administrative entities as part of the decentralization of governance. The level of autonomy possessed by these local administrative groups is adequate for them to establish policies, oversee activities, and distribute funds for HR and public service delivery. They will be supervised by the central government instead of being directly under its authority thanks to their autonomy. (Piromporn Chaiyon, 2014) Consequently, decentralization allows local administrative bodies to better fulfill the unique requirements, social settings, and cultural traits of their communities by offering public services. On the other side, there has been a correlation found between the percentage of corruption and decentralization in terms of finances, personnel administration, and general systems. According to research by Antonio Bojanic (2022), Corrupt practices frequently accompany decentralization in underdeveloped nations. For local growth and efficient governance, decentralization is still required. In personnel administration, corruption and the application of patronage schemes are becoming

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more common. This is because state officials who obtain support through political patronage networks have seized control of the government and exploited it, working with private sector players and politicians to sway policy decisions for their own benefit. (Sandiso Mahlala , Lusanda Juta, Lewis Chigova and Abongile Zweni, 2023)

According to the Local Personnel Administration Act of 1999, the heads of local administrative organizations now have decentralized control over local personnel administration, particularly over the recruitment process. That being said, on February 21, 2017, the Royal Gazette published Order No. 8/2017, which was issued by the Head of the National Council for Peace and Order, on the reform of local personnel administration. Particularly with regard to the procedures for local executive, administrative, and educational administration jobs, this directive suspended the local administrative organizations' control over personnel administration. These selection and examination procedures for the aforementioned posts are currently managed by the Central Committee for Local Government Officials or Employees, which was given the ability to recruit and appoint local officials or employees. (the Royal Gazette published Order No. 8/2017)

It is obvious that local administrative bodies are essential to the bureaucracy and the advancement of local administration given the context and importance of the aforementioned challenges. As a result, the researcher is keen to investigate the issues and setting of local personnel administration using the merit system-based decentralization theory. Examining the elements influencing the effectiveness of local personnel administration as well as the policies guiding its reform—especially with regard to the hiring and selection procedure—are part of this. In addition to ensuring that people chosen for local administrative organization management has the necessary knowledge, abilities, and suitability, local personnel administration also helps to maintain employee morale. These institutions, which are the closest government bodies to the populace, have a big influence on national development at all levels, from the local to the regional. It is evident from the previously discussed topics that the goal of local administrative organizations is to deliver effective public services that cater to and fulfill the demands of the local populace. By giving local administrative groups the freedom to run their own affairs, decentralization facilitates the successful accomplishment of these goals. Decentralization, however, has increased corruption even while it gives these institutions more administrative freedom. The dishonest behavior of local executives and authorities is the cause of this corruption. The most effective public service delivery will arise from efforts to lessen corruption and advance the merit system in personnel management. Because of this, the researcher is interested in researching the background and issues surrounding local personnel administration using the merit system's decentralization principles. Furthermore, the researcher hopes to use the research findings to address and enhance local personnel administration and maximize the effectiveness of public service delivery by proposing guidelines for local personnel administration that follow the merit system.

Objectives

1. To research local personnel administration issues and their context, especially as they relate to hiring and selection procedures that follow the merit system's decentralization principles.
2. To research the elements that affect local personnel administration's effectiveness, especially the hiring and choosing procedure.
3. To identify policies and procedures that will govern the reform of local personnel administration, especially with regard to hiring and choosing procedures.

The Advantages Realized

Personnel administration plays a vital role in the professional development and morale of those who devote their lives to serving the public. Finding suitable local personnel administration norms that are agreed upon by all parties is therefore crucial. There are several ways that this research will be advantageous:

The circumstances and difficulties of ensuring that local personnel administration, in particular the hiring and choosing procedure, follows the merit system without going against the decentralization tenets.

To determine the course of future local personnel administration, consideration should be given to the elements that make local personnel administration more effective, especially in the areas of recruitment and selection.

Guidelines for implementing the local personnel administration reform, in particular the recruiting and selection procedure, so as to maintain the merit system and avoid going against the decentralization principles of the Thai Government.

METHODOLOGY

The objectives of this study on local personnel administration, specifically the recruitment and selection process of local administrative organizations, are to: analyze the issues and context of local personnel administration based on the merit system's decentralization principles; pinpoint the elements that make local personnel administration effective; and develop guidelines for reforming local personnel administration, particularly with regard to the recruitment and selection process. This is a qualitative research study that uses focus groups, in-depth interviews with pertinent stakeholders, and documentary research as its research methodologies.

RESULT

The circumstances and difficulties of ensuring that local personnel administration, in particular the hiring and choosing procedure, follows the merit system without going against the decentralization tenets. Local personnel administration policies are inconsistent and each local administrative body has a very different approach to personnel management. This results in an environment where local administrative bodies' use of personnel management is always evolving. Furthermore, just like at the local level, there is a lack of consistency in national-level local personnel administration, which is involved in establishing numerous policy directions. The autonomy of local personnel administration is further undermined by the hazy boundaries of authority between the Central Committee for Local Government Officials or Employees, the Provincial Committee for Local Government Officials or Employees, and local administrative organizations. The latter is particularly problematic in the recruitment and selection process. Furthermore, delays in resolving various issues and the meddling of national politics in local affairs further compound this issue. The importance of local administrative structures in shaping national elections and party platforms has also caused a number of political parties to build their bases of support beginning at the local level.

To determine the course of future local personnel administration, consideration should be given to the elements that make local personnel administration more effective, especially in the areas of recruitment and selection. The proper application of the merit and patronage systems, through the establishment of uniform guidelines, as well as the encouragement and development of managers and supervisors who manage with morality and ethics, as well as the effective, open, and equitable hiring and selection of local officials. It is important to appropriately decentralize local personnel management to the relevant agencies. Furthermore, it is crucial to retain competent staff members and foster their skill and knowledge growth within local administrative organizations. Additionally, it is necessary to conduct honest performance reviews of local government employees.

Guidelines for implementing the local personnel administration reform, in particular the recruiting and selection procedure, so as to maintain the merit system and avoid going against the decentralization principles. **1.** To demonstrate legality, Order No. **8/2017** of the Head of the National Council for Peace and Order should be revoked and the Local Personnel Administration Act of **1999** revised. **2.** The recruitment and selection of local officials or workers should be carried out in conjunction by the Central Committee for Local Government Officials or workers, the Provincial Committee for Local Government Officials or Employees, and local administrative organizations. Establishing a transparent recruitment calendar and conducting the procedure at least once a year are important. Priority should be given to local applicants or

those eager to work nearby during the hiring process. 3. Evaluating candidates' professional skills, academic background, and position-specific expertise should all be part of the process for choosing local leaders. These evaluations ought to be carried out by the Central Committee for Local Government Officials or Employees. The provincial committee for local government officials or employees, in conjunction with local executives and administrative organizations, shall be in charge of assessing the suitability of candidates. In this way, the merit system and the patronage system are applied together to ensure that the people chosen have the necessary knowledge, abilities, and fitness for the role. Method; The Central Committee for Local Government Officials or Employees 1) The Central Committee for Local Government Officials or Employees should be in charge of hiring and choosing candidates for executive positions. They will also arrange exams to evaluate candidates' general knowledge and skills (Part A) and position-specific knowledge (Part B). 2) The Provincial Committee for Local Government Officials or Employees will choose the candidates who have passed the assessments outlined in point 1 in conjunction with the local administrative bodies in the designated region that have open posts. They must interview candidates or look over their service histories in order to determine whether they are qualified for the post (Part C). 3) There will be six regions that comprise the regional grouping as mentioned in point 2) And 4. Encourage and foster in local executives and officials in managerial positions a knowledge of ethics and morals in personnel administration. Method; To develop a Knowledge Management (KM) system regarding local government employees, the Central Committee for Local Government Officials or Employees will collaborate with other relevant personnel administration agencies, including the Office of the Civil Service Commission and the Office of the Bangkok Metropolitan Administration Civil Service Commission. 1. The benefits of using the merit system in local government management. 2. The benefits and drawbacks of introducing the patronage system in local government agencies. 3. Rules and regulations controlling local personnel administration, outlining the range of latitude local executives have in using their discretion. 4. Create metrics pertaining to local executive discretion in personnel management within local administrative organizations, which will be taken into account when determining annual prize payouts. 5. Provide a system of awards for local executives who successfully oversee personnel management in their administrative organizations. To assess local executives in each organization, the Committee for Local Government Officials or Employees will set up a secret ballot among local government officials.

DISCUSSION

The circumstances and difficulties of ensuring that local personnel administration, in particular the hiring and choosing procedure, follows the merit system without going against the decentralization tenets. Local personnel administration policies are inconsistent and each local administrative body has a very different approach to personnel management. As a result, personnel administration in these businesses operates in a setting that is continuously evolving. Furthermore, comparable to local personnel administration, national personnel administration lacks coherence when it comes to establishing different policy directions. Personnel administration is inefficient due to a number of factors, including unclear authority boundaries between local administrative organizations, the Provincial Committee for Local Government Officials or Employees, and the Central Committee for Local Government Officials or Employees, as well as delays in resolving various issues. Local personnel administration's independence is weakened by federal politicians' meddling in local affairs, especially when it comes to hiring and choosing employees. Local administrative organizations have a significant impact on national elections and political party programs, which is why many political parties have chosen to form their political foundations there. consistent with Tanawut Kumsrisook and Kampanart Wongwatthanaphong (2021) Research on Barriers in Personnel Management of Local Government Organizations According to the research's findings, personnel administration in local administrative bodies continues to encounter a wide range of issues and challenges. Since the Committee for Local Government Officials or Employees gave local executives tremendous powers, they have been able to employ the patronage system, which gives them the unbridled ability to use their power. A benefit exchange and the implementation of patronage systems follow from this. And consistent with Lan Xue, Zhenjing Pang (2022) Research on Ethical governance of artificial intelligence : An integrated analytical framework The research

findings indicated that the absence of a merit-based system in personnel administration and corruption are the primary problems in government institutions. This leads to disparities in personnel management as well as a lack of training, growth, and promotion opportunities for staff members. As a result, employee morale declines, which further impedes the nation's progress.

To determine the course of future local personnel administration, consideration should be given to the elements that make local personnel administration more effective, especially in the areas of recruitment and selection. Establishing defined boundaries through the proper use of the patronage and reward systems allows administrators and supervisors to grow into morally and ethically sound managers. This also includes the fair, open, and effective hiring and selection of municipal leaders. Maintaining and encouraging the growth of competent and experienced staff within local administrative organizations is crucial, as is appropriately delegating personnel management to the accountable authorities. Furthermore, it is necessary to carry out uncomplicated performance reviews of local government employees. and consistent with Kanokon Boonmee and Kannika Janthootjai (2024) Research on Guidelines for Developing Efficiency in the Work of Civil Servants at the Promotion Office Local Government of Nong Bua Lamphu Province According to the research findings, professional advancement, success at work, and recognition are the elements that have a substantial impact on how efficiently people accomplish their jobs. It is vital to evaluate the performance of agency officials and comprehend the advantages of leveraging performance outcomes to enhance their task. Planning to create a path for ongoing career progression is another aspect of this.

Guidelines for implementing the local personnel administration reform, in particular the recruiting and selection procedure, so as to maintain the merit system and avoid going against the decentralization principles. 1. To establish legitimacy, amend the Local Personnel Administration Act of 1999 and revoke Order No. 8/2017 issued by the Head of the National Council for Peace and Order. 2. The Central Committee for Local Government Officials or Employees, The Central Committee for Local Government Officials or Employees, The recruitment and selection of local officials or workers should be handled collaboratively by the Provincial Committee for Local Government Officials or workers and local administrative entities. They should also create a precise recruitment schedule and make sure it happens at least once a year. Local applicants or those who are eager to work locally should be given preference during the hiring process. 3. Determine how to choose and choose local authorities by evaluating their professional skills, academic background, and position-specific expertise. These assessments will be handled by the Central Committee for Local Government Employees or Officials. In consultation with local executives and administrative bodies, the Provincial Committee for Local Government Officials or Employees will assess the candidate's suitability for the role. By implementing the merit and patronage systems with a clear division of authority, this procedure guarantees the selection of people who satisfy the necessary requirements and are fit to work in the field. Determine how to choose and choose local authorities by evaluating their professional skills, academic background, and position-specific expertise. These assessments will be handled by the Central Committee for Local Government Employees or Officials. In consultation with local executives and administrative bodies, the Provincial Committee for Local Government Officials or Employees will assess the candidate's suitability for the role. By implementing the merit and patronage systems with a clear division of authority, this procedure guarantees the selection of people who satisfy the necessary requirements and are fit to work in the field. 4. Encourage and foster the growth of local executives' and local government officials' knowledge and comprehension of ethics and morality in personnel management. and consistent with Wilailak Khaosaard (2023) Research on APPLICATION OF GOOD GOVERNANCE TO HUMAN RESOURCE MANAGEMENT OF NONPODAENG SUB-DISTRICT MUNICIPALITY, PHAKAO DISTRICT, LOEI PROVINCE According to the study's findings, in order to maximize efficiency in personnel administration, mayors of local administrative organizations need to implement the concepts of good governance. The integration of ethical considerations and the application of good governance concepts to personnel management encompass both theoretical and practical dimensions, with a focus on all levels of the organizational structure.

Suggestion

A comparative analysis between the years 1999–2014, when local personnel administration was fully decentralized to the mayors of local administrative organizations, and 2014–2023 should be conducted to see if there was a difference in the overall effectiveness of local administrative organizations in personnel administration.

Examine how local personnel administration can use the notion of stakeholder engagement, which is akin to holding a referendum, to gather input on issues that will shape future policies or modify laws and regulations that have a significant impact on a big number of people. The objective of this research is to comprehend the successful implementation of such a method.

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