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# Guidelines in Human Resource Management of Local Government Organization: A Case Study of Nong Bua District, Nakhonsawan Province

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## Abstract

A good local government organization usually has an excellent internal management in order to achieve an effective operations and render required services that are in response to the needs of local people. Human resource management (HRM) is among important factors in organizational management and able to make decisions and resolve issues in order to be both effective and beneficial. The research on the Guidelines in Human Resource Management of Local Government Organization: A Case Study of Nong Bua District, Nakhonsawan Province contains 2 mains objectives: 1) to study the human resource management of local government organizations in Nong Bua district, Nakhonsawan province, and 2) to propose guidelines in human resource management of local government organizations in Nong Bua district, Nakhonsawan province. This research is based on a qualitative research method in which it relies on the documentary study and an in-depth interview of 8 key-informants who are government officers, community leaders, as well as local people. The results revealed that the human resource management of local government organizations in Nong Bua district, Nakhonsawan province is classified into 4 main activities that are: 1) HRM policy, 2) HRM policy implementation, 3) HRM and development guidelines, and 4) annual HRM and development report. The guidelines of HRM include: (1) manpower rate should be in proportional with the amount of work, (2) there should be a more autonomy regarding its HRM and personnel development, (3) the recruitment and selection of personnel should give priority to the local people, 4) the administrators should have a clear development plan for the personnel, 5) there must be a clear regulation concerning the HRM and personnel development, and 6) there should be an instillation of consciousness among the personnel concerning responsibility.

**Keywords:** Guidelines, HRM, local government organization

## 1. Introduction

Human resource management (HRM) is a process that helps organization to acquire knowledgeable and competent personnel relevant to the need of the organization to come to work within the organization. These personnel are expected to create prosperity and progress for the organization in terms of proactive tactics that are relevant to the management of most valuable resource belonging to the organization. The human resource management strategy has been rapidly changed over times and circumstances. Therefore, there must always be a continuity of adjustment towards the practice of HRM in order to cope with the situation (Akorn Pongsugon and Hatchakorn Vongsayan, 2018).

With regard to the provision of public services and development effort belonging to the local government organization, the main thrust that helps to propel those mentioned activities to successfully achieve the goals is undeniably said to be nothing else but human resources. These personnel are expected to work effectively in order to reach an organization's goal. The most effective and successful HRM system is composed of 1) HRM planning, to have enough

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and appropriate workforce, 2) recruitment and selection, to acquire decent, educated, and able personnel, 3) HRM development, to focus on continuous training and development as long as that personnel are with the organization, and 4) employee retention, to keep them satisfied with the job, create work morale, job advancement, and the provision of appropriate compensation in response to cost of living. Moreover, an efficient HRM must be entitled to verification and control and must rely on the principle of participation in decision-making process (Siri Thiwapun et al., 2019: 63).

There are 3 main observations regarding the HRM in the Thai local government organization. First of all, the autonomy in personnel management of the local organization. There is no decentralization with regard to the personnel management. For instance, the authority in HRM is still belongs to the central unit, say, in term of recruitment and selection in which the civil service examination is held at the central unit. Second, the priority of importance with regard to the official employees, the development of local HRM including the professional career advancement are at the low level. Third, the appropriate number of personnel, the size of local government organization is usually small but there are great in number. The future cost to run the local workforce may be very high if there is no control. Fourth, the compensation issue, these matters include wages, salary, and other welfares. Fifth, the development of quality of the personnel, the quality of personnel policy does not receive enough attention. And sixth, the group of people in HRM, in case of Thailand, the HRM is not delegated to the local government organization. In the modern concept of management, the importance is placed on the human resources. In this respect, man is viewed as the most valuable asset of the organization (Yunias Kulla and Budi Eko Soetjipto, 2017; Hai Phu Do, 2018). The investment in human resources, if handle with care, therefore becomes the most successful investment where the highest rate of return can be expected over any other types of investment. The human resource development requires the good planning that is in relevance to talent management. The HRM of local Thai government organization is still lacking behind and deserves a reformation to be modernized based on an increase in decentralization method (Tanawut Kumsrisook and Kampanart Wongwattanapong, 2021).

If the local government organization would be able to operate according to the authority as specified in the constitution and the Act regarding plan and procedure towards decentralization of local government organization including the successful fulfillment of goals, the human resources are considered as the most important factors in the mobilization of the organization in order to provide happiness and benefits to local people. Since human being has a role in every step of management process which includes organizing, staffing, coordinating, and controlling. The HRM is a crucial matter with regard to the said activities. It can be argued that HRM is a heart of every type of management (Achara Sangsuwan, 2016). The organization with the high potential of human resources that can be utilized to create usefulness in term of creativity, that organization would definitely be prosperous and firm. However, if an organization is in a short of valuable human resources, that organization would find it difficult to develop. (Somsuk Saisri and Wijitra Srisorn, 2021).

Since the human resources are the major factors in the begetter of other developmental factors that are necessary for the development whether they are economic, political, and social issues. In this regard, every organization expects to have efficient human resources and a good HRM system in order to achieve the highest benefit (Ashiraya Sirinunthanakul and Thanyarat Putthipongchaicharn, 2018).

Tanawut Kumsrisook and Kampanart Wongwattanapong (2021) argued that the Local Personnel Management Act B.E. 2542 (A.D. 1999) has come into force for more than 20 years. The said Act has become a source of problem concerning the management of personnel in local government organization on several issues, for instance, the assigning of personnel management organization in local government organization at several levels in which it caused

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operational problems, authority duplication, including the provision of excessive power bestowing to the president of local government organization where the patronage system has developed. It is seemed to have an amendment towards the mentioned Act or to draft a new legislation. This effort is expected to create a uniformity, agility, and common standard as well as to be in accordance with the present circumstances and the future.

Amphoe Nong Bua is one of the districts in Nakhonsawan province. It is located at the northeastern part of the said province. It is adjacent to Bang Mun Nak and Dong Charoen district (Phichit province) in the north, ChonDaen and Bueng Sam Phan district (Phetchabun province) in the east, Phaisali and Tha Tako in the south, and Chum Saeng district in the west. Amphoe Nong Bua occupies a total area of 819.5 square kilometers in which there is a total population of 65,864 people with a population density of 80.37 persons per a square kilometer. There are all together 10 local government organizations in Nong Bua district, namely: Nong Bua Municipality Office, Nong Bua sub-district administrative organization, Nong Klab sub-district administrative organization, Than Tahan sub-district administrative organization, Huai Ruam sub-district administrative organization, Huai Thua Tai sub-district administrative organization, Huai Thua Nuea sub-district administrative organization, Huai Yai sub-district administrative organization, Thung Thong sub-district administrative organization, and Wang Bo sub-district administrative organization (Official electronic data center, 2022).

From the above background and significance of the problem, the researcher is interested in the study of human resource management of local government organizations in Nong Bua district, Nakhonsawan province and is hoping to come up with the guidelines regarding the HRM of local government organizations in Nong Bua district, Nakhonsawan province.

## **2. Research Objectives**

The research on the Guidelines in Human Resource Management of Local Government Organization: A Case Study of Nong Bua District, Nakhonsawan Province has 2 main objectives to:

1. Study the human resource management of local government organizations in Nong Bua district, Nakhonsawan province.
2. Propose guidelines in human resource management of local government organizations in Nong Bua district, Nakhonsawan province.

## **3. Research methodology**

The research is considered as a qualitative research in which it analyzes various pertinent documentation on human resource management of public organization. The study also utilizes an in-depth interview with 8 key-informants to whom include local government officers, community leaders, and local people. An in-depth interview is a qualitative research technique that is used to conduct detailed interviews with a small number of participants. In contrast to other forms of qualitative research, researchers using an in-depth interviewing approach invest a significant amount of time with each participant employing a conversational format. Interview questions are primarily open-ended and lead to a discovery-oriented approach (Rutledge and Hogg, 2020). The collected data are analyzed by using content analysis method, and then categorized into groups that relevant to the research objectives. Finally, the data are cross-check by using a triangulation method to increase the credibility and validity of research findings (Noble and Heale, 2019).

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## **4. Research Findings**

### ***4.1 The study of the human resource management of local government organizations in Nong Bua district, Nakhonsawan province.***

From the study, it was found that the human resource management (HRM) of local government organizations in Nong Bua district, Nakhonsawan province relies on the 4 main principles that are: 1) HRM policy, 2) HRM policy implementation, 3) HRM and development guidelines, and 4) annual HRM and development report. The HRM policy focuses on the management based on authority, modernization, transparency, and just in accordance with the HRM strategy with objectives to strengthen the local government organization in terms of HRM, potential development, and ability to develop the community to achieve the goals and to have a readiness towards changes in the future. These policies include: (1) power rating policy, (2) recruitment, employment and appointment of personnel policy, (3) personnel development policy, (4) quality of life development policy, (5) operational performance evaluation policy, and (6) ethical promotion and maintenance of discipline policy. The HRM policy implementation includes reports on operational performance in accordance with HRM policy. The HRM and development guidelines emphasize on the criteria of personnel management and development in terms of recruitment and selection, employment and appointment, personnel development, operational performance evaluation, and carrot and stick approach and moral building policy. The annual HRM and development report summarizes the results of HRM, personnel development, and personnel knowledge management on a yearly basis.

### ***4.2 The guidelines in human resource management of local government organizations in Nong Bua district, Nakhonsawan province.***

The research findings on the guidelines in HRM of local government organizations obtained from the in-depth interview revealed that 1) human resources are the most important factor in organizational management therefore the planning for manpower rate should be in proportional with the amount of work, 2) the local government organization should have more autonomy regarding its HRM and personnel development since each locality has different types of needs or problems. The restriction on HRM results in an inability to solve the problems or to serve the needs of the public. 3) the recruitment and selection of personnel should give priority to the local people in order to avoid the transfer, 4) the administrators should have a clear development plan for the personnel, 5) there must be a clear regulation concerning the HRM and personnel development, and 6) there should be an instillation of consciousness among the personnel concerning responsibility both with oneself and the public.

## **5. Discussion**

The study of the human resource management of local government organizations in Nong Bua district, Nakhonsawan province found that the human resource management (HRM) of local government organizations in Nong Bua district, Nakhonsawan province relies on the 4 main principles that are: 1) HRM policy, 2) HRM policy implementation, 3) HRM and development guidelines, and 4) annual HRM and development report. The HRM policy focuses on the management based on authority, modernization, transparency, and just in accordance with the HRM strategy with objectives to strengthen the local government organization in terms of HRM, potential development, and ability to develop the community to achieve the goals and to have a readiness towards changes in the future. These policies include: (1) power rating policy, (2) recruitment, employment and appointment of personnel policy, (3) personnel development policy, (4) quality of life development policy, (5) operational performance evaluation policy, and (6) ethical promotion and maintenance of discipline policy. The HRM

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The guidelines in HRM of local government organizations obtained from the in-depth interview revealed that 1) human resources are the most important factor in organizational management therefore the planning for manpower rate should be in proportional with the amount of work, 2) the local government organization should have more autonomy regarding its HRM and personnel development since each locality has different types of needs or problems. The restriction on HRM results in an inability to solve the problems or to serve the needs of the public. 3) the recruitment and selection of personnel should give priority to the local people in order to avoid the transfer, 4) the administrators should have a clear development plan for the personnel, 5) there must be a clear regulation concerning the HRM and personnel development, and 6) there should be an instillation of consciousness among the personnel concerning responsibility both with oneself and the public. These guidelines are in congruence with the results from the research undertaken by Thanikarn Srichan et al., (2021) on “The Human Resource Development of Local Administrative Organization: A Case Study of Khonsawan District, Chaiyaphum Province” in which the authors claimed that the HRM of local government organization includes 1) the agency executives have a clear personnel development plan, 2) the administrators are interested in and put their intention on the subordinates, 3) there must be a clear order of personnel management, 4) there should be an educational trip to various successful units in HRM, 5) there should be a cultivation and creation of awareness towards responsibility in an incremental manner.

## **6. Conclusion**

Human resources are believed to be the most valuable assets and are really important to organizational operations whether public or private organization. If an organization has the personnel who are knowledgeable and competent, such an organization will be able to operate with effectiveness and efficiency. The local government organizations have several divisions in their management, say, provincial administrative organization, municipality, as well as sub-district administrative organization. The human resource management seems to be a great burden in some areas, but, if we look closely into its general basis, it is not a difficult task at all for local government organizations to strive for development and progressiveness regarding their personnel management.

Local government organizations in Nong Bua district, Nakhonsawan province, have experienced difficulties in their personnel management. For instance, the problems with regard to organizing activity, human resource management, inventory management, development planning, implementation planning, including controlling and operational competence promotion. The other problems are in the forms of the organization of history records concerning government services, retirement operation, coordination, etc. Most of the problems occurred because the personnel are lacking of knowledge, they do not understand about operational rules and regulations. There are cases that one officer must perform so many different functions and, as a result, there are so many mistakes. These officers do not study rules and regulations or, in some other cases, they lack necessary work experience.

Those mentioned problems are just some of the human resource related problems encountered by the local government organizations. There are still more problems regarding human resource management. These problems need the appropriate guidelines in order to come

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up with the resolutions that are in response to each particular problem in HR management of the local government organizations. It is also found that some employees are reluctant and unenthusiastic in joining the training and development programs. There is no lecturer in organizing a training program. The budget allocation is uneven to the basic needs due to large number of personnel. The assignment of work is not in relevance to the authority, therefore the supervisor cannot evaluate the genuineness of work performance. Performance assessments are delayed and unjust. The local government organizations should rely on good governance prescribed in the new public administration. There should be a government audit, a balance of power, and training and development programs that cultivate conscience against corruption, buying and selling voting rights and reconciliation. The HRM in local government organizations should be put under national agenda since the decentralization concept towards local organizations produces a lot of impacts on HRM of local government organizations.

## 7. Suggestions

### Policy recommendation

The administrators of every type of local government organization must have a policy that gives a priority in human development as well as the personnel retention in order to develop and promote work motivation among personnel in the organization. It is undeniable that human resources are the most crucial resources and factors in the management of any organization. If the organization has the high quality of human resources, it would definitely bring success to the organization. On top of that, the administrators of the local government organizations must also have clear policies regarding job analysis, recruitment, employee selection, performance evaluation, transfer, compensation, health and safety measures, welfare and fringe benefits, and termination. Therefore, it becomes a responsibility of the administrators at every level of management concerning the HRM.

### Practical suggestions

- 1) Every local government organization should have an annual human resource development plan that is derived from the basic data concerning the needs to develop skills and knowledge of each individual personnel in the organization.
- 2) There should be an organization of activities to promote teamwork and unity among the personnel in the local government organization based on the continuous basis.
- 3) The work performance appraisal and salary promotion should be handled based on a transparency and there should be a designation of criteria relying on academic standards that are acceptable to all parties concerned.

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