

PUBLIC ADMINISTRATION IN THE 21st CENTURY

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บทคัดย่อ

ปัจจุบันโลกเต็มไปด้วยปัญหาต่าง ๆ ซึ่งเกิดขึ้นจากความต้องการที่มีความหลากหลายอันเนื่องมาจากประชากรมีการรับรู้มากขึ้น การศึกษารัฐประศาสนศาสตร์ก็เช่นเดียวกัน กล่าวคือกำลังตกอยู่ในความเสี่ยงอันเนื่องมาจากความไม่สัมพันธ์กันในการพัฒนาสังคมในด้านต่าง ๆ บทความนี้เป็นความพยายามที่จะเสนอแนะถึงความจำเป็นต่อการพัฒนาสังคมในอนาคต โดยผู้รู้ทางด้านรัฐประศาสนศาสตร์ในขณะเดียวกัน ก็มีสิ่งที่น่าสนใจอยู่หลายอย่างที่เกิดขึ้นในประเทศไทยที่เป็นประเด็นที่จะต้องมีการอ้างอิง

คำสำคัญ: การรับรู้ของประชากร การพัฒนาสังคม ประเด็นการอ้างอิง

Abstract

With much of the world concerned about the problems of responding to the increasing demands of an ever more-informed citizenry, the field of Public Administration runs the risk of becoming, if not completely irrelevant, at least non-responsive to the needs of developing societies. This article is an attempt to suggest areas that need to be considered by scholars of Public Administration in the years ahead, while paying particular attention to Thailand as a point of reference.

Keywords: informed citizenry, developing societies, point of reference

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INTRODUCTION

The history of Public Administration has been, for the most part, different scholars advocating different paradigms believed to be appropriate for public administration in a Western culture. Until recently, most books on Public Administration have been written by Americans, and many of the examples have been American, too. But, Americans are less than 5% of the world's population, and what was appropriate for America 5-10 years ago will not be appropriate for developing economies in the 21st Century. Globalization has forced businesses to change to meet the demands of competition from other countries. Globalization will also force the field of Public Administration to change in order to address new issues and new interests that come to the field from many different countries. Instead of scholars in developing countries simply learning-and then teaching-about what Americans write, Americans must learn about what problems/issues administrators face in a variety of countries, and how those officials have solved those problems. Failure to do so will result in American scholars (and their "scholarly output") becoming irrelevant to most of the world.

So, one change we will see is diversity in outlook. This will be strength, but it also has the potential to be a major weakness, too. The recognition that most of the world is not "Western", will force P.A. scholars to learn about administration (and the administrative problems) in Asia, Latin America, and Africa. But, in order to understand how administration works in different cultures, will require that scholars first learn about those cultures. This has been, sadly, lacking in the past. In the future, the expansion of the field-the opening of minds-holds great promise to offer meaningful insights into areas of administration that have, until now, received insufficient attention.

However, there is a risk, or downside, that diversification of the field may create. One only has to look at the field of comparative government (comparative politics) to understand why this might occur. CG scholars wanted to understand more about the rest of the world, so they went to other countries and wrote about those nations. Many came to Southeast Asia and then presented their findings in such forums as the Comparative Administration Group (CAG). But one problem

became evident. Even though the CAG concentrated mainly on a specific geographic area (Southeast Asia), the case studies that were produced were representative of only specific, individual cultures, or, often, of only small sub-cultures in a particular country (e.g., a study of a hill tribe in N. Thailand). Thus, after 30-40 years, there was still little coherence to the field. There was very little theory building, no agreement on an appropriate paradigm (theoretical framework), and no common set of concepts that were appropriate for cross-cultural research.

Today, the field of P.A. must face the possibility that, in its attempt to stay relevant to non-Western cultures, it runs the risk of falling into the same trap that plagued the field of comparative government half a century ago. If P.A. scholars can avoid making that same mistake, the study of P.A. can advance and grow stronger and remain a viable field of study to non-Western cultures in tomorrow's world.

One thing about the future that almost everyone can agree on is that the rate of change is increasing at an astonishing rate and the world as we know it will be substantially different from what it is today. "Many organizations face a volatile environment in which change is nearly constant."¹ It has been asserted that: "The dramatic growth of the Internet in recent years probably represents the single most important environmental trend affecting organizations and their human resource practices."² It is important that universities that offer programs in human resource development, when teaching about human resource management activities, "prepare managers for the future, not managers who would have succeeded in a past that no longer exists."³ This, along with research aimed at understanding how to best employ the advantages of governance to achieve sustainable development, are the major challenges facing the field of Public Administration today.

¹ Luis R. Gomez-Mejia, David B. Balkin, and Robert L. Cardy, *Managing Human Resources*, (Upper Saddle River, N.J.: Pearson Prentice-Hall, 2007), p. 4.i

² Ibid, p. 5.

³ Randy L. DeSimone, Jon M. Warner, and David M. Harris, *Human Resource Management* (Fort Worth, TX and others: Harcourt, Inc., 2002), p. 527.

At the beginning it should be noted that the most important resources of any organization are not its' size (number of employees) or the number of people who are severed by the particular Department or Ministry, nor are those resources modern machinery. In fact, most modern organizations do not even use machines in the traditional sense. As societies move from production of things to production of information in the digital age, computers replace tool and die shops, garment makers, and other manufacturing facilities. In the United States, manufacturing jobs "...represent only 12%-15% of all U.S. jobs"⁴ and the U.S. Bureau of Labor Statistics predicted that the information and services industry will account for more than 90 percent of the workforce growth in the next 10 years.⁵ That same transformation is also taking place in Thailand, Singapore, Taiwan, Hong Kong and South Korea.⁶ In all cases, the most important resources needed to compete in the modern digital world are a combination of knowledge and bright, talented people with creative minds who understand that public organizations need to change to be competitive in the future. Developing human capital, much more than machines, is the road to the future.⁷ It is important that public organizations hire-and be able to retain-these kinds of people.

The second ingredient is knowledge. But, knowledge of what? And for what purpose? In the private sphere, if one were to ask 100 different people in a large organization those questions, he might well receive 100 different answers. It is important to remember that each of those answers, at least to some extent, may be correct. The knowledge needed by top level managers is far different than the knowledge needed by office or line supervisors. And both of those cases may differ markedly from the knowledge needed by those members of the

⁴ Robert L. Mathis and John H. Jackson, Human Resource Management (Australia and others:: Thompson, South-Western Press, 2004), p. 35.

⁵ Dave Patel, "Managing Talent", HRMagazine 47 (March 2002), p. 112.

⁶ In 2006, the percentage of Thailand's GDP attributable to services passed that of industry for the first time. Services constituted about 45.2 percent of GDP, followed closely by industry with a 44.9 percent share. See: <http://lcweb2.loc.gov/frd/cs/profiles/Thailand.pdf>

⁷ See: for example: Tony Waltham, "Human capital the real IT revolution: Power lies in people, not technology", Bangkok Post, 20 August 2008, D3.

organization that interact with “customers” on a daily basis. (“Customers” refers not only to buyers of retail or wholesale products in the private sector, but to all consumers of whatever the organization produces. In the public sector, the government provides a vast range of programs, from medical services and education to police and fire protection.) This latter type of information (feedback) is crucial for, as Promoth Sudjitporn, CEO of Asia soft stresses, it is important to “understand the product from the customer’s perspective.”⁸ Successful managers of the future will need to make use of the knowledge that exists at all levels of the organization (and, also, outside of it) to create a smoothly functioning organization capable of meeting the needs of tomorrow.

In the public sphere, the need is even more pressing as government decisions and policies affect the well-being and future development of whole societies. “Knowledge must be treated as a public asset and made accessible to all because it is a powerful tool for eradicating poverty, misunderstanding, and suspicion.”⁹ Here, the “...role of universities is crucial as they are at the very heart of the knowledge society. The push towards continuous innovation requires that education and research be closely connected with the knowledge transfer process.”¹⁰ The Dean of the Carnegie Mellon University Heinz School has stressed the real IT revolution is: “...about people acquiring skills and knowledge turning those skills and knowledge into innovation and that innovation into economic growth and opportunity...not just for themselves, but a large segment of the societies that they came from.”¹¹ This means that the field of Public Administration must put aside the practitioner-theorist debates and focus on looking for solutions to real-world problems.

⁸ Shareinvestor, “How Asia soft stays on top of its game”, Bangkok Post, 25 July 2008, p. B4.

⁹ Ioan Voicu, “Towards Innovative Societies: Advancing the objective of innovation is expected to help bridge the digital, scientific, and development divide between rich and poor countries”, Bangkok Post, August 12, 2007, Sec. 1, p. 10.

¹⁰ Ibid.

¹¹ Tony Waltham, “Human capital the real IT revolution: Power lies in people, not technology”, Bangkok Post, 20 August 2008, D3.

ORGANIZATIONS

It is important to note that the environments within which organizations will find themselves will be constantly changing. "Change" is going to happen, with or without guidance. With globalization and the ever-increasing spread of information (and information technology) in the digital age, the demands placed on public organizations will be in a constant state of flux. Because of this, flexibility will be a necessary prerequisite for organizational success in tomorrow's digital world. An organization must be able to adapt rapidly to the changing needs of a changing clientele.¹² Failure to do so, in the private sphere, will result in increasing customer dissatisfaction and, consequently, loss of market share.

In the public sector, failure to adequately address the demands and expectations of an ever-more-informed public will lead to discontent with particular administrations and, if unresolved, may lead to a loss of legitimacy for the governing system as a whole. Some allege that this has already happened in Thailand with "political consciousness raised by the events of the May 1992 bloodshed to the drafting of the 1997 constitution...The rhetoric of the red shirt leaders gives voice to democratic sentiments in calling out against injustice and double standards. It has gained momentum and support, evolving into a political movement in its own right."¹³ The overwhelming victory of the Puea Thai Party, which won the 3 July 2011 general election in a landslide, suggest that many Thais are dissatisfied with the old elite that has governed Thailand since the 19 September 2006 coup.¹⁴

¹² Private companies follow this advice, e.g., in response to consumer demands for healthier products, Kraft Foods, Inc. "...will more than double the amount of whole grain in many of its Nabisco crackers...". See: Sara Skidmore, "Kraft to raise whole grains in crackers", Bangkok Post, 28 July 2010, p. B9.

¹³ Suranand Vejjajiva, "Undesirable scenarios which threaten Thai democracy", Bangkok Post, 1 July 2011, p. 13.

¹⁴ See, for example: http://www.channelnewsasia.com/stories/afp_asiapacific/view/1138713/1/.html

ORGANIZATIONAL STRUCTURE

The traditional hierarchical model-and especially the organizational model of many different layers of management all in a tall hierarchy of command and control-is outdated for organizations in the 21st century. This is true not only for the private sector. Christensen and Laegreid note: "The traditional bureaucratic model with little freedom or accountability for results but much responsibility for following rules, has been an extraordinarily successful and durable model of public administration."¹⁵ There needs to be a speedier flow of information between the top and bottom of the organization. Advances in information technology have helped address this problem somewhat, but a flatter organizational structure with fewer managerial levels is needed to help reduce the "static" that distorts information flows within the organization

This need to reduce the number of hierarchical layers in an organization is probably more immediate for private companies, who will find they now have dozens if not hundreds of competitive companies offering similar products or services in the global market, than it is for public institutions. This is probably a fortunate circumstance, because public bureaucracies are historically slower to initiate system-wide changes than are private businesses facing the prospect of losing market share and profitability. However, over a decade ago, Drucker noted that globalization is not a term of which only businesses have to be mindful, it also affects other institutions such as those involved with education as well.¹⁶ Only a decade ago, most university students in Thailand went to public universities. Today, however, public schools are faced with increasing competition from both open universities and an ever-growing number of private universities.¹⁷

¹⁵ Todd Christensen and Per Laegreid, "New Public Management-Undermining Political Control?", in Todd Christensen and Per Laegreid, *New Public Management: The Transformation of Ideas and Practice* (Hampshire, G.B.: Ashgate Publishing, Ltd., 2002), p. 111.

¹⁶ Peter F. Drucker, "Introduction: Toward the New Organization:", in Frances Hesselbein, Marshall Goldsmith, and Richard Beckhard, *The Organization of the Future* (San Francisco: Jossey-Bass Publishers, 1997), p. 3.

¹⁷ As of July, 2008, there were 164 higher education institutions under the supervision of the Commission on Higher Education, Ministry of Higher Education. Of these 164 institutions, 78 were public, 67 were private and 19 were community colleges. See: http://www.business-in-asia.com/thailand/education_in_thailand.html

Finally, the physical structure of the workplace will change as well. Many companies are doing away with fixed workstations. For example, in IBM today, "...four out of 10 staff now work outside a traditional office."¹⁸ As the advances in mobile computing and telecommunications become more widespread, this trend will increase in the future. This means that "workgroups" will no longer be defined by the proximity of desks; a workgroup of the future may include people in Chiangmai, Nakhorn Sawan, and Yala, all working together on a single project. "Most of the programmers on Linux, Apache and Firefox ..have never met each other or the coordinators."¹⁹ In the public sphere, professors from many different universities now "team teach" classes over the internet. A teacher at Chulalongkorn can earn extra pay for helping to teach a course at Suan Dusit (or even in Prathum Thani or Haatyai). His office (workstation) may be at Chulalongkorn, but his workgroup may be in several different changwats²⁰ at the same time.

SUMMARY

Organizations of the future will bear little resemblance to those of today, and many of the terms of reference with which we are most familiar (e.g., hierarchy, span of control, etc.) may have little if any meaning in the world of tomorrow. Organizations, both public and private, that understand the inevitability of change and prepare for it-or, better yet, prepare to lead it-will grow and prosper. Those that do not will exist only as examples in the literature of why organizations fail. Universities, therefore, can play a central role in training public administrators to meet these critical needs.

But, up to here, this paper has mainly just dealt with structures of organizations. While important, they are not the most important aspect. It is the people of the organization that hold the potential for organizational success or failure. It is management's role to harness that potential in positive directions. The next section addresses that role.

¹⁸ Theeranuch Pusaksrikit, "IT mobility changes face of the workplace", The Nation, 31 August 2005, p. 1A..

¹⁹ James Hein, "A guide for employers", Bangkok Post (August 22, 2007), p.D7.

²⁰ Provinces

HUMAN RESOURCE MANAGEMENT

At the beginning, it was stressed that the most important resources that an organization has to enable it to compete in tomorrow's world are its people and knowledge. But, until recently, the human resource potential was hardly ever tapped. Indeed, many university programs in administration were mired in the past.

For example, Gregory notes that prior to New Zealand's passage of the State Sector Act (1988): "the state sector, particularly the Public Service, was seen to be inefficient, inflexible, cumbersome, and far too bureaucratic in its preoccupation with process rather than results. Control systems administered by central agencies inhibited effective management, generally destroying incentives to perform. Ambition, the desire to shine or to be different or to innovate, was narrowly confined by the rules governing advancement."²¹

Fifty years ago, Douglas McGregor rejected the Classical approach to administration. He believed that people enjoy intellectual challenges. They seek opportunities for self-initiative and for responsibility. Most workers have the capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems, but the intellectual potential of the average worker in modern industrial life is only partially utilized.²² For nearly half a century, the wisdom of people like McGregor was ignored. However, in the past 15-20 years that has changed dramatically.

²¹ Robert Gregory, "Transforming Governmental Culture: A Skeptical View of New Public Management", in Todd Christensen and Per Laegreid, *New Public Management: The Transformation of Ideas and Practice* (Hampshire, G.B.: Ashgate Publishing, Ltd., 2002), pp. 231-232.

²² Douglas McGregor, *The Human Side of Enterprise* (New York: McGraw-Hill, 1960), pp. 33-48.

KNOWLEDGE AND INFORMATION TECHNOLOGY

Much of what one learned as an undergraduate, or even in a Ph.D. program for Administration, only 20-25 years ago is irrelevant today. It is estimated that the "...global knowledge base has multiplied such that ninety seven percent of the collective body of knowledge in the world today, are things we did not know fifty years ago."²³ Today, some businesses are using Knowledge Management (KM) to "...turn best practice into normal practice."²⁴ Thinking about management in the old ways may have been sufficient when most people worked in factories, but with an ever-increasing number of people entering the digital age, following old practices is a formula for disaster.

Globalization is bringing about many changes, one of the most important is the new knowledge/technology. "The 'company man' of the 1950's has become the 'digital person' of the new millennium."²⁵ A survey by the Society for Human Resource Management found that the top resource trend identified was technology.²⁶ This trend is increasing at an ever faster rate. "It has been estimated that there will be more technological change in the next 50 years than in the last 1,000 years."²⁷ If a government agency is going to be responsive to the needs of the public, it must embrace the advantages that this new technology offers. New technology will bring rapid change-is bringing it now-to many of the cultures in Asia. It will help in intra-organization and inter-organization communication. Wees stresses that employees need to be encouraged to think outside the box, to

²³ Eugene Aucoin, "Public Sector Reform and the Changing Nature of Public Employment: Motivation and Leadership", paper presented to the panel on Public Administration Between Globalisation and Decentralisation: Implications for Education and Training at the Conference of the International Association of Schools and Institutes of Administration, Istanbul, Turkey, 17-20 June 2002, p. 4.

²⁴ PriceWaterhouseCoopers, "Turning best practice into normal practice", Bangkok Post, 5 August 2008, p. B3.

²⁵ Shawn Smith and Rebecca Mazin, *The H R Answer Book* (N.Y. and others: American Management Association, 2004), p. ix.

²⁶ "What's Ahead for HR? SHRM Research Identifies Top Trends", *H R Focus*, Vol 79 (September 2002), p. 8, as cited in R. Wayne Mondy and Robert M. Noe, *Human Resource Management* (Upper Saddle River, N.J.: Pearson Prentice Hall, 2005), p. 10.

²⁷ Richard L. Knowdell, "The 10 New Rules for Strategizing Your Career.", *The Futurist*, Vol. 32 (June 1998), p. 1, as cited in: R. Wayne Mondy and Robert M. Noe, *Human Resource Management* (Upper Saddle River, N.J.: Pearson Prentice Hall, 2005), p. 9.

find shorter or better ways to solve familiar problems. They need to "...think critically about the information" they receive and to talk "...to other people to see how they solve these kinds of problems."²⁸ New technology facilitates this process. It will be the job of P.A. scholars to transfer the knowledge gained from that new technology to their students who will be the administrators of tomorrow.

In Bangkok, Imtiaz reports that "Advances in information and communications technologies (ICTs)...are set to play an increasing role in both reducing and managing the growth (in travel) still to come" and "ICTs...can help create a 'family of tools that promise to facilitate communication collaboration, and coordination-without the requirement of physical travel.'"²⁹ It will provide an administrator in Bangkok with up-to-date data on provinces throughout the country. Much of this new technology is based on computers and new machines that produce better information collection in less time. But, it also involves new ways of thinking and new ideas.

CORPORATE CULTURES

One problem with the new technology is that much of it is not compatible with the corporate cultures of most Asian companies (nor with the organizational cultures found in most government Departments and Ministries).³⁰ It has been reported that: "Civil servants and state employees enjoy the best mental health compared to people in other industries..."³¹ Chadamas reports: "Thai people value compromise and they don't want to seriously compete with others. So executives should build a success story to create a new culture in the office."³² Too many times, one hears students or managers say: "Oh, but that is not the Japanese (or

²⁸ David Wees, "Thinking Outside the Box", Bangkok Post, 8 July 2008, p. E3.

²⁹ Imtiaz Muqbil, "Technology changing travel for the better", Bangkok Post, 11 August 2008, p. B10.

³⁰ Kluckholm described "culture" as "patterned ways of thinking, feeling, and reacting...the essential core of culture consists of traditional ideas and especially their attached values." See: C. Kluckholm, "The Study of Culture", in D. Lerner, and H.D. Lasswell (eds.), *The Policy Sciences* (Stanford, California: Stanford University Press, 1951), p. 86.

³¹ The Nation, "Job Stability Makes Civil Servants the Happiest", The Nation, 8 July 2011, p. 15A.

Thai or Malaysian) way.” or “That may be how they do it in Europe or America, but it would never work in Jakarta (or Bangkok, or Kuala Lumpur).” But, **good organization practices are not country-specific**. The “Japanese way” and the “Thai way” are history, and those organizations (both private and public) that do not realize it soon will be “history”, too.

Recently, a Visiting Professor at Assumption University of Thailand in Bangkok noted that, in an attempt to become competitive, European countries realize the need to throw out their “old way” of doing things.

“Sensitive to the US’s accelerated technical progress and Asia’s high dynamism, the European Union (EU) with its 27 members has proclaimed innovation as a policy priority. Under the project titled ‘Creating an Innovative Europe,’ simultaneous actions are recommended (including)...providing sufficient resources for research, development and innovation, and building positive attitudes and a culture favourable towards entrepreneurship and risk taking.”³³

It is important to stress that these changes are not restricted to “Western” countries. Tawatchai Cheovanon, IBM Thailand’s country manager for financial services sector, notes that in Thailand the organizational culture is changing in order to “adapt, become more resilient to take on new competitive challenges in the market-place.”³⁴

There is an on-going debate in the literature over the extent to which so-called “Western” theories in management can be adopted to “fit” Asian corporate and bureaucratic cultures. Hojman noted that “...it is possible to eat MacDonald burgers, and to wear jeans, without losing any of the most cherished aspects of the national culture.”³⁵ While that may be true for superficial things, when

³² Chadamas Chinmaneevong, “Employers urged to do more to help talented staff add value”, Bangkok Post, 5 August 2008, p. B10.

³³ Ioan Voicu, “Towards Innovative Societies: Advancing the objective of innovation is expected to help bridge the digital, scientific, and development divide between rich and poor countries”, Bangkok Post, August 12, 2007, Sec. 1, p. 10.

³⁴ Theeranuch Pusaksrikit, “IT mobility changes face of the workplace”, The Nation, 31 August 2005, p. 9A.

³⁵ D. E. Hojman, “Economic Policy and Latin American Culture: Is a Virtuous Circle Possible?”, Journal of Latin American Studies, vol. 31, no. 1, pp. 167-190.

attempting to change human behavior, practitioners should always be aware of the fact that knowledge transfer needs to be "...sensitive to cultural differences, indigenous motivating factors, and different value systems."³⁶

HUMAN RESOURCE DEVELOPMENT

As important as advances in information technology are, they will prove to be of little value if an organization fails to adequately develop the potential of its human resources. This is the most important resource of all. "According to the Council on Competitiveness human resources are the key to global competitiveness."³⁷ Or, put another way, "HR technology has the potential to either increase or decrease an organization's worth."³⁸

PEOPLE IN THE ORGANIZATION

A major change that will be seen in the future is the type of people that are in demand. For one thing, historically men filled most of the upper management positions in Thai organizations. But, according to the Grant Thornton International Business Report survey, today "...the percentage of Thai women in senior management is the highest in the world at 45%, more than twice the global average."³⁹ Also, in the past, a company or government Department hired a person because he/she had a specific skill. That was OK for then. If your company made a pen or a typewriter, it used the same technology (with slight modifications) for fifty years. But, not many people use typewriters anymore. In the future, Organizations will have to "...look for people who have the right attitude, as

³⁶ Alexander Franco and Preecha Methavasarakphak, "Culture, Knowledge Transfer, and the Teaching of Public Administration", Academic Journal, vol. 10, no. 1 (November 2003), p. 56.

³⁷ R. Wayne Mondy, Robert M. Noe, Shane Premeaux, Human Resource Management (London: Prentice-Hall, 1999), p. 240.

³⁸ Julie Britt, "Focused HR Technology Can Add Value", in HRMagazine Vol. 47 (March 2002), p. 24, as cited in R. Wayne Mondy and Robert M. Noe, Human Resource Management (Upper Saddle River, N.J.: Pearson Prentice Hall, 2005), p. 10.

³⁹ Sanitsuda Ekachai, "Questions for the PM-elect", Bangkok Post, 7 July 2011, p. 11.

technical skills can be learned through on-the-job training.”⁴⁰ Kriengsak notes, when climbing up the corporate ladder: “The higher you climb, the less technical skill is required. But you will need to sharpen your people skills in order to influence others.”⁴¹

To be relevant in the future, government Departments must make sure that: 1) they hire people who want to learn new skills; possessing a particular skill is no longer enough (the skill may be obsolete in a year or two), 2) the organization must provide those people with sufficient free time to learn, and 3) people must be provided the opportunity (training) to learn. People in charge of human resource development in government agencies will need to hire people who can teach themselves new skills, or, at the very least, people who can learn if they are provided the new training. They also will have to be more selective in the types of people they hire or promote to managerial positions. Just having an MBA or an MPA is no longer a sufficient qualification.

EMPLOYEE RETENTION

Hiring qualified, creative people is only the first step. Smith and Mazin note: “After you hire good people-you need to keep them working for your company and not the competition, and keep them content, motivated, and focused on the business.”⁴²

One other change Asian businesses and government Departments and Ministries will see in their business and political cultures as more and more people learn to compete in the global market is that individuals will no longer be tied to a particular job. Until now, if one went to work for a particular Department/Ministry of the government, he/she would start at a certain level and spend his/her whole life working up different levels in that same company or Ministry.

⁴⁰ Umesh Pandey, “Companies must ‘have a dream’”, Bangkok Post, July 10, 2007, p. B3.

⁴¹ Kriengsak Niratpattanasai, “Coaching Myths for the Busy Leader”, Bangkok Post, 11 July 2011, p. B3.

⁴² See: Gregory G. Dess and Joseph C. Picken, “Changing Roles: Leadership in the 21st Century”, *Organizational Dynamics* (Winter 2000), p. 75.

Today, an average American can expect to change employers eight times during his/her working life. This has a lot to do with the changing nature of work. Before, it was manufacturing, but nine years ago, the Economist, citing a recent OECD study, reported that "...more than half of the total GDP the rich economies is now knowledge-based (and) knowledge workers from brain surgeons to journalistsW[now] account for eight out of ten new jobs."⁴³

Today, smart, ambitious people (who have the creative minds that will be required in tomorrow's digital world) are beginning to change jobs. In some cases it may be for more money, but money and/or job security may not be enough. Instead, Maslov's higher-level needs have moved to the fore. People leave stressful situations for a more relaxed atmosphere. Others change jobs to have more free time (to be with their families, or simply to play golf). They understand that THEY are in demand. New companies with new ways of thinking are offering new opportunities. Smart people will no longer be attached to the same company or government office for life; they will go where there is more opportunity, or a better work environment, or both.

In order to retain good workers, governments will have to create better work environments (better safety, more healthcare for employees, etc.) in the future. Smith and Mazin note that:

"Today's workers bring a lot more to their employers, but they also demand more in return. One of the expectations is to be given more flexibility to be able to achieve their own personal goals, whatever they may be. The pivotal elements in the 'offer package' of today focus on tailoring the job to the individual needs of the employees in the work force. It is the satisfaction of these lifestyle needs that make the difference today in successful hiring and management processesWThe dissatisfied employee is highly mobile and can easily search elsewhere."⁴⁴

⁴³ See: Gregory G. Dess and Joseph C. Picken, "Changing Roles: Leadership in the 21st Century", *Organizational Dynamics* (Winter 2000), p. 18.

⁴⁴ Shawn Smith and Rebecca Mazin, *The H R Answer Book* (N.Y. and others: American Management Association, 2004), p. x.

This need is already recognized in the Thai private sector. Bubphawadee Owararinth, senior executive vice president and head of human resources of Standard Chartered Bank, notes that organizations should "...consider offering flexible employee-benefits programmes that allow their staff to choose benefit packages that are suitable to their needs and lifestyles."⁴⁵ This is consistent with satisfying Maslow's higher-level needs. Globalization will lead first to changes in the private sector. "Increasingly, employers are finding that helping workers to create and maintain a balance between their home and work lives is the key to retaining the best employees."⁴⁶ These changes in ways of thinking then will spread out into society as a whole; and finally they will be adopted by the public sector.

Preecha Watcharapai, Secretary-General of the Civil Service Commission noted: "If we want talented workers, we have to compete with the private sector and not wait idly by for them to come to us."⁴⁷ People with creative minds can negotiate their salaries, for example, one million baht per year for three years. Preecha stated that "The pay is determined by supply and demand."⁴⁸ This is an acknowledgment that the environment has changed and that the Thai bureaucracy must change in order to be competitive.

According to Teerana Konglaze, the project manager of the Hewitt Best Employers in Thailand 2009 Study, "...executives should listen to employees and get along with staff at all levels, including labourers, to create a team spirit, and learn about real problems facing staff aside from reading only reports that may

⁴⁵Pichaya Changsorn, "Business Leaders Reflect upon Salaries, Benefits", Bangkok Post, 8 July 2011, p. 6A.

⁴⁶Shawn Smith and Rebecca Mazin, *The H R Answer Book* (N.Y. and others: American Management Association, 2004,) p. 87.

⁴⁷Achara Deboonme and Chulart Saengpassa: "Civil service changes tack, head-hunts for graduates" *The Nation*, 23 July 2007, p. 1B.

⁴⁸*Ibid.*

be misleading.”⁴⁹ Mary Parker Follett knew this years ago;⁵⁰ one does not need to reinvent the wheel; what is needed is more research based on the profound insights that have existed for a long time, but were too often ignored in the past.

CONCLUSION

People are comfortable with that to which they have become accustomed and, thus, tend to resist changes in either an organizational structure or the development of human resource practices (which define not only their formal roles, but to large extent, even their informal roles in society). But the external environment has changed, and, to remain competitive, governmental organizations need to address the challenges of that new environment. “HR professionals who realize and embrace the new technology are the ones who will succeed.”⁵¹ According to Wolfgang Lux: “Most Asian companies (have) not adopted the type of global thinking needed for a fast changing business world.”⁵² This is even more true for the public sector. Scholars of P.A. can help to facilitate the evolution of management theory so that new public servants will be in a position to assist in the modernization of their Ministry or Department.⁵³ As the waves of globalization continue to engulf Southeast Asia, some countries will ride the crest of those waves into the world of tomorrow, while others will find themselves drowning as they hold onto the anchor of how things used to be done in the past. If schools of administration are going to continue to be a leading force in helping countries achieve sustainable development, they need to teach the future administrators to throw off those anchors so they can successfully help guide their home countries into the world of tomorrow. To remain relevant to scholars in most of the world, the field of Public Administration must help them address this need.

⁴⁹ Chadamas Chinmaneevong, “Employers urged to do more to help talented staff add value”, Bangkok Post, 5 August 2008, p. B10.

⁵⁰ “Follett is increasingly recognized today as the originator, at least in the 20th century, of ideas that are today commonly accepted as ‘cutting edge’ in organizational theory and public administration.” See: <http://www.follettfoundation.org/mpf.htm>

⁵¹ Bill Leonard, “Straight Talk”, HRMagazine, Vol. 47 (Jan. 2002), pp. 46-51.

⁵² Sriwipa Siripunyawit, “MBA no substitute for people skills”, Bangkok Post, July 16, 2005, p. B2.

⁵³ Promising steps are already being made in this direction. See, for example: Jiracha Vicheanpanya Onjaree Natakuaotong, Ph.D. and Vicharn Panich, M.D., M.S., “Development of Efficient Knowledge Management Composite Indicators” in: <http://www.waseda.jp/assoc-cioacademy/pdf/vicheanpanya.pdf>

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