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Chapter IV

Development of Telephone Organization

At present, Thailand is recognized as a most progressive country because of its modern or advanced communication system. This is a result of continuous efforts of the government as well as its strategic location, ideal for development as a communications hub in the region. This advantageous geographical position supports the aim of the government to develop the communications system in Thailand, such as telecommunication networks in order to fulfill the demands of the public.¹

In previous chapter, efforts were made to discuss at length about the growth of various modes of Communication. This chapter throws light on the most important mode of communication called Telephone which has in fact changed the very face of the world from many points of views: the economic, social cultural and political. It shall be an interesting attempt to study the development of Telephone administration in a small country like Thailand. The telephone Organization in Thailand is instrumental in changing the very life of Thailand. This chapter studies, examine and analyze the evolution and growth of Telephone Organization. Hierarchical set up of Telephone organization and selection of the personnel, their training, promotion, salary, retirement etc. have been remained the points of discussion in the chapter.

Historical Background of Telephone

The telephone was first invented in the United States of America in 1876 by Alexander Graham Bell. The western world took advantage of this new technology for attaining holdover such resources.
In 1881, Minister of Defense, His Royal Highness Prince Phanurangsriswawongse imported Telephone System in Thailand. He installed the first telephone line from Bangkok to Paknam, in Samutprakarn, for providing information regarding the arrival and departure of ships at Paknam. The telephone system was transferred from the Minister of Defense to the Post and Telegraph Department, which then expanded its operation, thereby enabling the public to enjoy access to telephone facilities for the very first time in the year 1886. Serving a grand total of 60 subscribers, the first telephone system, or the local battery system that was based on the magneto, covered only 86 kilometers but was in use for over 20 years. The Central Battery Telephone System, a semi-automatic telephone exchange with operators, was installed in the Central Telephone Exchange in Wat Lieb in 1907. Telephone calls were made through operators who connected subscribers at both ends of the line. The telephone system made dramatic progress with the installation at the Central Post Office; Bangrak of 900 central line telephone numbers to serve members of public because of the second Tales exchange was introduced in 1922.

When the number of subscribers leaped to 1,422, it was necessary to lay another central telephone line at Wat Lieb-Bangrak. During the year 1927, an underground cable connecting the two central telephone exchanges was installed. The long-distance telephone service expanded in 1928 by introducing the launching of a long distance to cover areas in Bangkok, Thonburi, Samutprakarn, Nonthaburi and Nakorn Prathom.

The Ministry of Commerce and Communication, helmed by H.R.H. Krompra Kampaengpetch-Akrayothin, purchased a step-by-step
automatic telephone exchange introduced in 1935 by Britain, the first system of its kind to allow subscribers to dial each other direct. A total of 2,300 telephone lines were installed at the Wat Lieb Central Telephone Exchange with an additional 1,200 at Bangrak. The service was launched on 24 September, 1937. Two additional central telephone lines were installed at Phoenchit and Samsaen. On 26 September 1937, the telephone numbers were changed and the step-by-step automatic telephone system initiated. With receivers, a dial and five-digit telephone numbers, subscribers could dial direct and communicate with each other without having to go through the operator.

On 24 February 1954, H.M. King Bhumibol signed a Royal Decree establishing the Telephone Organization of Thailand, a state enterprise under the Ministry of Transport and Communications, which was the old Telephone Technician Unit under The Post and Telegraph Department. With 732 staff members and an initial budget of 50 million Baht, its main responsibility was to provide telephone services in Bangkok Metropolis, which included Wat Lieb, Bangrak, Phoenchit and Samsaen Exchanges. The Cross-Bar automatic exchange system, the first of its kind to be used in Thailand in the year 1959, was purchased from Sweden and installed in Chol buri with 1,000 telephone numbers. An initial ten exchanges with 1,600 numbers were transferred upcountry from the Post and Telegraph Department in the year 1960 on increased, later increasing to thirty-seven exchanges with 8,100 numbers. One of most important attempt of installation of Cross Bar Exchange in Bangkok and the Transfer of Long-distance Telephone like was made as follows.
1. Cross Bar Network lines were first installed at Chaityapruek Exchange, and later at Tung Mahamek Exchange, which made 4,000 numbers available to subscribers.

2. The telephone lines in the central, the eastern, and northeastern parts of the country were placed under the control of the Ministry of Transport and Communications. In 1969, the exchanges in the north and south were placed under the Minister's control, thereby creating a telephone service that covered the whole country. Still significant in Telephone system of introducing six-digit telephone numbers has been brought about the great change in the functioning of system in the year 1974.

One more drastic improvement in providing better the services to the subscribers made by introducing for the first time on auto mane long-distance Telephone service in Chaingmai and Bangkok directly without the help of operator in the year 1975. The Telephone service has been revolutionized when the Multi Access Radio Telephone Service was introduced in year 1978. The Public Telephone Booth Service 1979 has added in the business of Telephone Organization.

A Multi-Access Radio Telephone Service was introduced in all those areas throughout the country not covered by the telephone network, providing a service to areas within a 30-kilometer radius of any of the stations that made up this network. A hundred coin-operated public telephone booths were installed in Bangkok, together with a second long-distance telephone service connecting Bangkok and Pattaya.

The Long-Distance Public Telephones (1982), The Stored Program Control (1983), Automatic International Telephone Service
and Nordic Mobile Telephone System (1986) have contributed a lot in the efficient working of the telephone organization that resulted into having of income. The significance of Nordic Mobile Telephone proved of immense importance. The Telephone Organization of Thailand opened many opportunities to the subscribers as the source that subscribers were allowed to purchase the receivers of their choice and they were also allowed to have the telephone line. In addition, free public telephone were installed at Don Muang Airport, thereby providing international travelers with access to information on tourism.  

A Million Public Telephones (1988)

Inquiries commonly made by the people and the subscribers.

The Telephone Organization built up a stored programme which has popularized a great extent.

1. A Stored Program Control service was launched which included the following facilities: the transfer of calls, automatic call repetition, a hot line, call waiting, abbreviated dialing and teleconferencing.

2. A 24-hour (189) hotline was established at the Ploenchit Exchange to answer callers’ queries.

3. A move was launched enabling payment of telephone bills by deducting the amount from a subscriber’s bank account.

4. Cooperation between the Telephone Organization of Thailand and the Telecommunications Organization of Malaysia led to the laying of an underwater cable to offer a long-distance telephone service between Thailand and Malaysia (from Chumporn to Guanton).
Fiber Optics and Microwave Networks (1989)

This new concept proved to be signified many ways.

1. The telecommunication networks of Thailand were connected with those of Malaysia using a fiber optic and microwave system.

2. Phase one of the cellular mobile telephone service was launched to cover the proposed economic zone.

3. Payment of telephone bills through ATM was accepted.

4. A public mobile telephone service was provided for use on the State Railways of Thailand.

5. The blue telephone booths were modified so that they were capable of offering local telephone calls and an automatic long-distance telephone service.\(^{17}\)

Additionally, the Multiplying Services (1990) were introduced in order to have access to the places of public importance. A toll-free call number-088-was launched. A data net service was introduced. A paging service-via phone link and page phone - was launched. Public telephones were installed using various sizes of coins to offer local, inter-provincial and long-distance telephone calls to Malaysia. The new 900 MHz cellular mobile telephone was launched.\(^{18}\)


Furthermore efforts have been accelerated to built up better, efficient and economically viable network has been introduced in the year, 1991 called “State-of-the-Art Technology” The following techniques have been used.

1. Opening bids were accepted for the installation of a card phone in Bangkok.
2. The introduction of telepoint

3. A land-based satellite station was established to act as a back-up telecommunications network.

4. A wide range of Integrated Satellite Business Network (ISBN) services were offered, enabling subscribers to send and receive information via computer, telex and telephone among other means.

5. A fiber optic cable transmission system, covering a distance of 1,300 kilometers, was laid for use as a telecommunications development network facilitating telecommunications throughout the southern part of Thailand.

6. A fiber optic transmission network was introduced on three main railway routes: to the north, the northeast and the south, a move made in response to the need for telecommunications in Bangkok and the provinces.

7. A teleconferencing service was launched.\textsuperscript{19}

In addition to it, 3,000,000 Telephone Lines have started in order to facilitate the subscribers in 1992.

1. Subscribers were allowed to pay for their telephone bills with \textit{Bho-Ngern} and \textit{Bho-Tong} credit cards issued by Siam Commercial Bank.

2. A project was launched to increase the number of telephone lines to three million, with two million lines in Bangkok and the remaining one million lines in the province.

3. A trunk mobile radio service catering to various business groups was introduced.\textsuperscript{20}

Still, one more attempt after one year (1993) has been undertaken to launch Mega projects followings:
1. More telephone lines and long-distance public telephone were installed in over 7,000 districts throughout the country.
2. International subscriber dialing coin phones were installed.
3. An Integrated Service Digital Network Service was launched.
4. A Videotex was introduced.\textsuperscript{21}

The Quality Service promotion year as 1994 has been celebrated and following efforts have made to improve the working of Telephone Service in Thailand.

1. A teleport service was introduced as a part of a project to develop telecommunications within the economic zone in \textit{Laem Chabang, Cholburi} and \textit{Mabtaipud, Rayong}.
2. The 007 Thai-Lao long-distance automatic telephone service was launched.
3. Videotex with Line Technology (Thailand) was officially introduced.
4. A third page phone called World Page was launched.
5. International long-distance public telephone booths were installed.
6. A long-distance public telephone service was introduced in remote area using a satellite hook-up.\textsuperscript{22}

Additionally the TOT participated in a number of activities to celebrate the King's Golden Jubilee year "between" January 1995 - December 1996 by conducting a series of projects: a long-distance public telephone project, a project to issue telephone cards to commemorate H. M.'s Golden Jubilee Year, a public telephone project and a documentary entitled, "Following the Royal Path".
Between January 1995 - December 1996 TOT had product following:

1. Private firms of consultants were engaged to gather facts and figures concerning the potential construction of plants for producing the type of equipment necessary for a modern telephone exchange and the domestic telecommunication industry.

2. The Southeast Asian Telecommunications (SEATEL) Organization was established to promote growth in telecommunication industry.

3. Starting July 1995, the rental fee for the 470 MHz mobile telephone was reduced from 500 baht per number per month to 450 baht per number per month.

4. Thai Com satellite channels were rented out by connecting the various service networks of the Telephone Organization of Thailand.

5. A fiber optics transmission system was laid at Wang Glaigangwon, Amphur Hua Hin, Prachuabkirikun for telecasting educational programs via Thai Com satellite stations in Nonthaburi in order to narrow the gap in terms of education and development experienced by the Thai youth.

6. Applied network technology called "Micro-tunneling" or small horizontal for laying underground cable to remedy the traffic congestion.

7. Accelerated expansion of services by installing SPC telephone exchange to increase the efficiency of its service

8. Discounted 27 % of paging service within the network both for application fee and monthly fee, effective from January 1,1996.
9. Provided payment of telephone monthly fee and usage charge through deduction from bank account nationwide.

10. Implemented Telephone Expansion Project 1.9 million telephone lines to achieve a telephone penetration of 10 lines per 100 population granting Telecom Asia Corporation Public Company Limited (TA) to expand 600,000 lines in the Bangkok metropolitan area and Thai Telephone and Telecommunication Public Co., Ltd (TT&T) 500,000 lines in the provincial area while the TOT 800,000 lines to remedy the shortage of services on a short-term basis 1995-1998.  

The TOT's product (1996)

This needs to be mentioned that the Telephone Organization of Thailand (TOT) came out with certain products which has proved to be important:

1. Introduced PIN PHONE service 108 on April 22 in the metropolitan area.

2. Expanded PIN Phone service area to 4 provinces, i.e. Nakhon Pathom, Chon Buri Saraburi and Suphan Buri, and operational on June 3, 1996.

3. Used Electronic Cash Register : ECR initially in Telephone Service Offices in the metropolitan area in April and nationwide in August.

4. Initiated payment through a credit card in October at over 25 branches of Telephone Service Office in the metropolitan and 15 branches of Telephone Service Office in the provinces.
The TOT’s product (1997)

1. Converted the remaining crossbar telephone system to the Stored Programme Control (SPC) system totaling 500,000 telephone lines.

2. Expanded PIN Phone Service area to 11 provinces: i.e. Rayong, Nakhon Nayok, Nakhon Pathom, Ratchaburi, Saraburi, Suphan Buri, Ayudhaya, Samut Songkhram, Samut Sakhon, Chachengsao and Chonburi.

3. Purchase 500,000 digital telephone sets at a total budget of 144 million baht according to Replacement of Analogue to Digital System Project to replace telephone sets for subscribers free of charge.

4. Established TOT provident fund by selecting the Thai Farmers Bank Public Co., Ltd. And Krung Thai Bank Public Co., Ltd. as fund managers.²⁵

The TOT’s product (1998)


2. Launched the TOT Card, Public Telephone Service in December initially in the metropolitan area and some provincial areas including the 13th Asian Games.²⁶

The TOT’s product (1999)

1. Launched the information service via telephone lines (Audiotex) using 1900xxx xxx. The service is operated by Infotel Communication (Thailand) Co., Ltd. on April 29, Thai Audiotex Service Co., Ltd. on August 18 and Samart Infomedia Co., Ltd. on August 29.
2. Launched International Freephone Service using 1800 + 80 and the IFS telephone number in September.

3. Formally launched the Personal Communication Telephone (PCT) in conjunction with Telecom Asia on November 15.

4. Launched Automatic Long-Distance Telephone Service between Thailand and Myanmar on November 19 using 007 + 95 + area code/mobile phone code + the destination telephone number.

5. Launched Automatic Long-Distance Telephone Service between Thailand and Cambodia on December 17 using 007 + 855 + area code/mobile phone code + the destination telephone number.

6. On the new air-conditioned buses a public mobile cardphone using NGV was installed with links to a 470 MHz mobile phone system with card phone. ²⁷

**The TOT’s product (2000)**

1. Launched the Public Internet Service in Chiangmai province with access charge 3 baht and service charge 0.50 Baht/minute nationwide on January 14th.

2. Started charging the Stored Program Control (SPC) value-added services on March 1.

3. Introduced the three new options for basic telephone service rates on April 27th

4. Adjusted the long-distance telephone service rates, at 3, 6, 9, 12, 12, 12 baht/minute on May 1st.

5. Reduced monthly charge rate of 470 MHz Mobile Phone from 450 Baht/month to 300 Baht/month in May.

6. Improved PIN Phone charge rate to 3 minute/Baht for local area and to 3, 6, 9, 12 Baht/minute for long distance call in May.
7. Launched two services out of seven using the Intelligent Network (IN) Free Phone Service which the service user / the receiving party is responsible for the cost of the calls, and One Number which is a single number nationwide on August 1st.

8. Launched Home Country Direct service from Thailand to Malaysia (1800-0060-99, 1800-0060-88) to Singapore (1800-0065-99) and to Taiwan (1800-0886-10) on August 1st.

9. Launched Y-tel 1234 economical long-distance call on October 12nd.

10. Improved the format of receipt in Eastern Region telephone Service in October.

11. Launched Audiotex coded 1900-xxx-xxx with Teleworld Service Co., Ltd on November 1st.

12. Provided the number 1120-abc (Follow with the three first digit) to recommend various services with non charge in November.

13. Expanded Home Country Direct service from Thailand to USA with the code 1800-0001-20 and to Japan with the code 1800-0081-10 in December.

14. The TOT carried out World page service 141,142,143 by itself on December 1st. 28

The TOT’s product (2001)

1. Transformed Numbering Plan from seven-digit number space between the words to eight-digit number (press area code and then destination number) and changed the notification of faulty lines service from 17 to 1177 on July 5.

2. Launched Home Country Direct Service (HCDS) from Thailand to Korea with the code 1800-0082-20 in July
3. Launched Family Card Service or Phone Card for prisoners on July 20.

4. Provided telephone payment service via branches of Srinakorn Bank, DBS Thaidamu, UOB Rattanasin, and Thai Tanakarn nationwide on August 1st.

5. Launched call center 1100 service on September 1st.

6. The TOT worked in conjunction with the Department of Local Administration, Ministry of Interior to provide Public Internet Service by using "1129" number on October 25th.

7. Cancelled the requirement of warrant fee for telecommunication service on November 17th.²⁹

The TOT’s product (2002)

1. Launched the TOT online "1222" service with the charge rate 3 Baht nationwide on January 1st.

2. Launched e-learning on February 6th.

3. Launched 1900 MHz Mobile Phone service with joint venture partners; the Aeronautical Radio of Thailand Ltd. (AEROTHAI) and the Communication Authority of Thailand (CAT) on March 25th.

4. Provided telecommunication equipment service between the Meteorological Department and the TOT on May 17th.

5. Customer can use PIN Phone 108 to access Audiotex service on May 29.

6. The TOT was transformed from the state-own enterprise under the control of Transport and Communication Ministry to a public company named the TOT Corporation Public Company Limited on July 31st.
7. Launched the TOT Postpaid and Private NET service, which are the services provided on Intelligent Network on August 9th.

8. Launched BOARDBAND-ISDN on September 12nd. 30

It is evident from the above facts that Thailand is now capable of providing communication services comprising basic telephones and rural long-distance public telephone services covering most of the villages all over the country and all tourist attractions. New technology has also been included to provide various services, such as cellular mobile telephone, special leased line and circuit, paging service, Integrated Services Digital Network(ISDN), video conference, PIN phone, card phone, data net, internet, Personal Communications Phone (PCT), etc. 31

Furthermore, Thailand also has several telecommunication networks linking with other countries through the fiber optic submarine cable system, i.e. between Thailand-Malaysia (T-M), Thailand-Vietnam-Hong Kong(T-V-H-), Southeast Asia-Middle East-West Europe 2 (SEA-ME-WE 2), Asia-Pacific Cable Network (APCN), etc.

We live in a world where capitalism dominates the international economy. It is my personal conviction that real success in business cannot be achieved without appropriate financial management. Likewise, a truly successful economy, be it on a national or regional level, cannot be achieved without the implementation of supportive financial policies and instruments. When I look at our continent, I am disheartened by Asia’s chronic liquidity dilemma, especially after the 1997 crisis. 32

With the total combined international reserves amounting to over one trillion US dollars, or over half of the world’s foreign exchange reserves, our continent is still suffering from a liquidity and asset value
problem. Our reserves have not been used to create wealth for our population. The problem with Asia, including Thailand, is not the fact that we do not possess enough capital to create wealth. But rather, we do not possess the instruments through which we can utilize our capital to create enough of our own wealth. Our reserves, when deposited in term of bonds in the west, have created more wealth to the western hemisphere, without contributing toward our own growth of wealth in the East (Thailand).  

The case of Thailand's state enterprises, have the same problem that is they have the wealth but they can not increase the wealth of state enterprises or create more development in Thailand. TOT organization is facing the same problem. Even though, every government has tried their best to solve the efficient administration of wealth in TOT but they still get low benefits and not much attractive source for investment. Therefore, when Dr. Thaksin Chinnawat set up the Thai Rak Thai party in 1999, he had 3 primary principles as the pillars of his policy, namely creating income, lowering expenses, and expanding opportunities. In formulating his party's platform, he took the outside-in, people-centered approach. He sent his research teams to everywhere in the country to find out the real needs of the people and how to achieve them. The economic and social policy of the Thai Rak Thai government must not be piecemeal. It must be a totally integrated policy. It must be a policy formulated from demand strategy, taking into consideration all major factors. It must be an integrated policy that, once broken down into jigsaw pieces and implemented, and once completed, will return with a full integrated outcome.
When Dr. Taksin Chinnawat won the election, he took office in February 2001, three and a half years after the economic crisis. He formed the government, set up, and managed his party policy into practical. The first thing, he had done that is to create the income of the people including the state enterprises of Thailand.\textsuperscript{35} The TOT organization is one of the targets to create income or wealth more than the present. Then his government set up the policy and programmes to increase the efficient administration in every state enterprises including the TOT.\textsuperscript{36}

The following are the details in brief: For the TOT organization the government tries to arrange and set up the policy and programmes for the TOT organization in the perfect way. So, the government sets up the policy for the TOT organization to serve the people’s demand or to fulfill the people’s requirement especially for the main purpose that is the efficient administration or benefit or increase the wealth of the TOT organization. The TOT responds some programmes of the government.

In addition, we can say that the following programmes are taken due to the government set up the policies to create much wealth or increase higher wealth of the TOT organization.\textsuperscript{37}

Therefore, the TOT organization’s programmes are followed due to the government policies.

\textbf{The TOT Structural Organization:}

In fact, the Telephone Organization of Thailand came into existence in accordance with the Act of Telephone Organization B.E. 2497. The Telephone Organization of Thailand (the TOT) is internally divided into three groups of Divisions/Officers with the following
responsibilities. All responsibilities of the TOT organization depend on Chief executive or Chair Man, one Deputy Chair Man, ten members of TOT committee and all of the TOT officials. Nevertheless, the supreme responsibilities of the TOT organization rely on Chief executive or Chair Man, one Deputy Chair Man, 7 members of the TOT committee who will set up the visions and the future plan for the TOT. The failure or success mostly depends on the supreme executives of the TOT organization under the control of Thai Government.\textsuperscript{38}

The following chart clearly shows the structure of the Telephone Organization.

The TOT organization structure can be divided into three groups as following:

Figure: No.10 structure of Telephone Organization

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Council of Minister

TOT's Committee

Director of TOT

Telephone Organization

Administration 22 Dept.
(each Dept. has its own Head)

Project 6 Dept.
(each Dept. has its own Head)

Telephone Services 12 Dept.
(each Dept. has its own Head)
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First Group:

The first group of the TOT administration consists of 22 Departments. Those Administrative Departments are responsible for making and formulating the policies, budgets, and business policies. These Departments also mobilize the human resources. Each Department has its head and that is supposed to control and supervise the overall work of the Department. The following information throws light on the structure of first group.

1. Office of the President
2. Office of Internal Audit
3. Office of Corporate Policy and Planning
4. Marketing and Public Relations Department
5. Office of Law
6. Information Technology Department
7. Business Development Department
8. Human Resources Department
9. Business Development Department
10. Information Technology Department
11. Finance and Budget Department
12. Comptroller Department
13. Materials Management Department
14. General Services Department
15. Telecommunication Work Plan Department
16. Telecommunication System Engineering Department
17. Fundamental Engineering Department
18. Technical Research and Development Department
19. Telecommunication Network Department
20. Quality Control Department
21. Operation and Services development Department
22. Business Management Department

**The Second group of Telephone Services:**

This group provides technical services to the subscribers in the identified areas. There are around 12 Departments of such kinds having head to each department. It consists of 12 Departments. There are as follows:

1. Metropolitan Telephone Services Area 1 Department
2. Metropolitan Telephone Services Area 2 Department
3. Metropolitan Telephone Services Area 3 Department
4. Metropolitan Telephone Services Area 4 Department
5. Region Service Development Department
6. Telephone Service Data System Department
7. Central Region Telephone Service Department
8. North-Eastern Region Telephone Service Department
9. Northern Region Telephone Service Department
10. Southern Region Telephone Service Department
11. Eastern Region Telephone Service Department
12. International Telecommunication Department

**The Third group of Project:**

This group consists of six Departments; These Departments actually work for the expansion, net working and building infrastructure of Telephone Services. These Departments also go into the details of the study of Telephone service and prepare the a project for development of TOT from time to time.
1. Local Telephone Concession Technical Control Dept.
2. Metropolitan Project Network Control Department
3. Provincial Project Network Control Department
4. Project Management Department
5. Privatization Management Department

\textbf{Procedure of recruitment and selection of the personnel:}

The recruitment of personnel is one of the most important factors in any administration. The administration can be successful only when we put right man at the right place. The TOT in Thailand is one of the most modern organizations, which requires quality personnel for performing the duties efficiently. The whole development of Thailand is depending on the TOT largely. In the TOT, there are different positions exists i.e. the general administrators, technical officers, general staff and field staffs. The different positions are filled up differently. There is no single way of recruitment.

It is evident from the study that the TOT takes care to mobilize the human resource from the point of view of quality. Hence, the TOT tries to attract the best human resource for its working. It is the only recruitment principle that makes sure the success of the organization. It is from this point almost care has normally being taken in the TOT to support the intelligent people. According to the constitution and Act of Telephone Organization of Thailand, the council of Minister appoints a chairperson and the committee of Telephone Organization and the TOT's committee appoints the Director of Telephone Organization. The Director of the TOT as the administrative Director has to administrate and manage the organization accordance with the rules regulations and policies set up
by the committee of the TOT. The Director has the authority to give order to all officers of the organization. The Director has the authority to appoint the committee for the recruitment of the staff and generally, the Director is the Chairman of the committee for the recruitment of the staff in the Telephone Organization.

The recruitment process start only after taking into consideration the human resource plan, demand of the department, mention of the specific position, collection of data, and opinion of departmental head/director in regard to the requirement of the staff.

**Methods of Recruitment:**

There are two methods used for the recruitment of personnel in the TOT. The recruitments are made by using internal source, another method is used for the recruitment is used by external source.

1. **Internal Source**

   The TOT's administrators will select the new workers by themselves by selecting from among subordinates in their office. However, the positions are announced for the recruitment within the TOT. The internal candidates those who fulfill the specific qualifications, are selected on vacant positions. This opportunity provides accommodation of the internal talent.

2. **External Source**

   This method is used for the recruitment of the TOT officials from outside or from the general people. External method attracts larger number of talent in the service of the TOT because this is open for all those who fulfill the required qualification. This method provides opportunities both to the new interns as well as suitable and qualified persons in the TOT. In case of many applications, the committee for the
recruitment will conduct the written examination and call for the oral
interviews of qualified or the best among them.40

Selection of the TOT:

The committee puts its almost efforts to find out the most
intelligent able, interested candidates. The committee also determines the
candidates’ suitability to a particular position. Hence, the qualification
and suitability have been simultaneously thought over in the recruitment
process by the selection committee.41

The Selection System of the TOT:

The Telephone Organization of Thailand (The TOT) uses the
two systems in the process of selection.

Merit system is given priority in the selection process. The
merit is tested by conducting written as well as oral examination. The
merit system has been adopted in the TOT’s administration taking into
consideration the universal principles: equality of opportunity to all those
who acquire specific qualification, competence, security and political
neutralinity.42 However, there are few exceptions to the merit system. In the
process of selection upper hand is given to the relations, the sons and
daughters kites and kinship of course, this is not rule but certain
preferences are given to some candidates informally on the basis of
human limitations.

Selection Processes or Methods of Selection of the TOT:

The TOT advertise its requirement in the Thailand’s New
paper regarding the positions vacant and encourage the desirous
candidates. The prescribed application forms are provided and asked to
submit with documents within a particular period. The forms received are
securitized and eligible candidates are called for written and oral test or
are called for interview. The selection committee finally examines, tests the suitability intelligence and competence based on written as well as interview performance and recommends for the appointment. Thus, the final list of the successful candidates is being announced. The successful candidates are supposed to undergo a medical physical examination. On the fitness of the candidates, they are placed at different places for carrying out the responsibility of the TOT.\textsuperscript{43}

**Training in the TOT organization:**

The way to get the success of any organization is the training. Training factor in the TOT organization also plays the important rule knowledge for improving the working conditions and providing services. The TOT organization attempts to train human resource by way of introducing various methods of training for importing training to the TOT employees, there is a academy called the TOT Academy in Bangkok (Head office of the TOT.)

The TOT Academy was established to focus on the human resource development of the TOT personnel in an ever changing industry to compliment on going business effectively by showing leadership in thinking processes, learning skills, culture and competence with the aim of supporting the government policy of the TOT human resource projects in e-people, e-company, e-government and e-Thailand.\textsuperscript{44}

Methods of training of the TOT Academy: lecture, Conference, case method, brainstorming, panel discussion, seminars, have become very useful for training. The special courses have also been introduced for the orientation of participants in the training.\textsuperscript{45}
Promotion System of the TOT:

Promotion is one kind of incentives of the modern administration at the present. Because, in the Promotion system, dreams of the employees can come true to some extent. Promotion also helps to ensure efficiency, improve the quality and enhance opportunities. On the part of employee, the new scale and new responsibilities are provided to avoid stagnation in their working life.\textsuperscript{46}

Methods of Promotion of the TOT:

In view of this importance the TOT organization for promoting to the higher posts, the merit and ability factor has been taken into consideration to the large extent. The factors such as seniority and experience, merit and seniority and patronage system are also given importance.

Welfare of Personnel of the TOT:

Among all other 54 state enterprises, the TOT organization recognized as the best organization because of not only the economic achievements but also the attitude this organization develops about the welfare of the employees working in it. It is to be pointed out that Dr. Thaksin’s government provides a lot of incentives to the employees working in the organization in the form of bonus as well as two months extra salary. In addition to it the TOT organization gives following benefits to the employees from the point of their welfare.

1. The TOT officials including the TOT executives get the free medical charges. This organization also gives the fees for various medical tests and reimburses the money spent on the medical expenses.
2. The children of the TOT officials including the TOT executives get free education of cost as the TOT meet such expenses on the school education.\textsuperscript{47}

**Disciplinary Action, punishment of the TOT:**

Though the employees in the TOT organization get attractive salaries, welfare benefits, this organization remains very strict in maintaining the discipline. According to the Civilian Act Section 100, in the year of 2535 B.E., disciplines have been maintained in the TOT by dividing the actions into two parts: not serious action and serious action against the employees who break the discipline. The employees who do not support the democracy under the constitution, having no sincerity, not supporting government policy, no respect for higher authority, are not serious and they are punished by blaming cutting or reducing their salary.\textsuperscript{48}

Serious action is being taken against the employees who are involved in the following:

1. Corruption
2. Carelessness for government works
3. Disclose the government’s secrets
4. Against or avoid the boss’s command
5. To tell a lie to the boss and causes destroying the terrible Government works
6. Leave the duty or not to come for government work more than 15 days.
7. Look down, hate the people
8. Go to jail for terrible doing
9. To act the terrible things
10. To leave the government work without the good reasons.\(^4^9\)

The committee, constituted by government study, such cases submits its reports to higher authority suggesting the punishment such as with drawing the pension or expelling the defaulter from the job.\(^5^0\)

**Retirement System of the TOT:**

In case of Thailand, we use the third retirement system or equal compulsory age system of retirement. The government officials are usually retired at the age of 60 years for fair game. However, at present, the government uses the early retirement system for government officials and the private companies use this retirement system due to many reasons such as economic crisis, financial problems, too many employees or state officials.\(^5^1\)

**The Retirement Benefits of the TOT:**

For the TOT officials, they usually get the pension from government until they pass way. How much will the TOT officials get the pension from Government? It has the same formula as mentioned in chapter iii as following process of calculation (1) number of working years, suppose some body has 25 years (2) the last month of salary he has drawn suppose 20,000 baht per month (3) then, 20,000 multiplies by 100 % the total we will get 2,000,000 baht. (4) Lastly, total 2,000,000 baht of pension divided by working years (25 years) then we will get pension monthly is approximately about 8,000 baht . However, according to the civilian act, the TOT officials will receive the pension not more than 70 percent of last month salary. But, now if we retire at the age of 50 years we will get the pension the same as the age of 60 years plus extra money of 10 times of last month salary. It is a incentive or golden shake from
government, on voluntary retirement. In recent years, the globalization, Privatization and liberalization process has implicated the retirement of governed benefit. The TOT also welcomes the voluntary retirement and planned to encourage its employees to go for it. As a result, the TOT wants to apply retrenchment principle in order to eliminate the employees from the organization in order to curtail salary expenditure.\textsuperscript{52}

**Summary:**

This chapter has discussed that the telephone first introduced in Thailand during the reign of King Rama V in the Rattanakosin Era by the Minister of Defense (Royal Highness Prince Phanurangsrisiwangwongs) who installed a telephone line to inform Bangkok of the arrivals and departures of ships at Paknam and brought out and account of the development of the TOT from time to time. This chapter has also explained structure of the TOT along with training, promotion and security of the officials. Among all the state owned enterprises, the TOT has earned the name in the country. However, it would be interesting to probe into detail that how and why the officials rate the TOT from their viewpoints. The next chapter will study the opinions of officials towards the TOT and examine the relationship between the TOT and the officials.
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