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Chapter V

Control over the TOT Administration

Mention has already been made in earlier chapter of this study that the TOT, assumed a great role in the process of the economic development of Thailand. Such position of the TOT is result of autonomy and flexibility that has been provided to this organization on many spheres. However, on the other hand, the government checks, scrutinize the activities of the TOT in order to hold control in the own hands. This contradiction constitutes a context for studying the aspects: space for autonomy of the TOT and the sphere of the government. This chapter examines and analyzes the government as well as legislature in the control over the TOT administration.

Any strategy for the industrialization predominately in agrarian counties as third world countries including Thailand with heavy load of backwardness required direct intervention of the institutions and functionaries of the state. However, Thailand being small country and well connected historically with the British government managed to venture into the meaningful of projects like the railway posts and Telegraphs, and many other fields. It is beyond doubt that among South East Asian countries, Thailand remained at the stronger position in creating industrial and Trade base for the overall economic development. In spite of this fact, Thai society confronts with so many problems of backwardness since the larger number population found to be illiterate in rural areas, economic poverty persist. It is because of this Thailand government has remained active in overcoming the problems of backwardness with the strategy of the state intervention in the field of
industry. In Thailand, the government has intervened in the banking and industry sector. The government run the *Karn Fai Far Heang Prathet Thai* (electricity Board), *Karn Prapa Heang Prathet Thai* (water supply) and many other areas. It has already pointed out in chapter III that the initially in collaboration of British government – Thai government began Railway Department and latter on took over the entire responsibility of railway in the year 1891. Since, then the Railway Department has emerged out as a major departmental government undertaking. Final form of public Enterprises include government companies act or under a separate enactment. In these enterprises, telephone organization (TOT), PTT Public Limited Company (PTT), *Bang-jark Public Limited Company,* ¹

Let us first understand the relational of the state participation in Industry where it is department form or company form. According S. S. Khera, an acknowledged scholar in the field of public enterprises gives the following reasons of state intervention.

Firstly, the modern economy as he says is inevitably planned economy, as a responsibility needs to be discharged only by a elected authority and not by any private initiative; the government therefore has assumed this responsibility. The planned economy necessarily leads to the government for participation and not merely making nearly the regulation of commence and industry. Secondly, private enterprises do not come forward to invest money on huge project for the larger good of the people. Moreover, they tend to calculate the risk even for the short term. The government is only capable of running the risk in the interest of people as a whole. Thirdly, objective of the government can be realized by increasing participation of state in
industrial and commercial enterprises. Fourthly, according to the purchase, location, working, production, fixation and distribution of the product of the undertaking. Fifthly, in new conditions for the functions of the government were not only limited to the maintenance of law and order, but were expanded to look after the socio-economic welfare. Lastly, labor welfare is also the reason for the state embarking on commercial and industrial enterprises. Workers participation in industry not merely usefully guides the industrial leadership, but actually contributes in making the industrial leadership.²

Though Khera develops the above rationales in case of India, but, they are universally applicable across the developing world. In 1950s, the state control over the industries remained one of the most important actions for the building of infrastructural base and was considered as a device of looking after the welfare of the poor strata of the population in the third world countries. The picture of the public enterprises in Thailand broadly prevails the same as other south Asian countries because of their similar socio-cultural background.³

The company form of public enterprise in Thailand attracts the attention because of their performance and achievements. However, the government owns it, but required fulfillment of pre-conditions for the working of the company enterprises. First, we will throw some light on the certain basic principles of providing autonomy to the working of government companies. Essentially, such autonomy contributes in the success and the accomplishment of the government companies. Firstly, it should provide a great deal of flexibility and freedom of action in the matters of the recruitment of personnel, purchase and price policy for the company. An industrial and commercial undertaking s needs to have a
great deal of freedom from normal procedure. The government companies are not bound by it. An emphasis has been made on freedom. Freedom is sought is freedom from the procedure not from the principles — of getting best terms, giving fair deal to all and ensuring and demonstrating generally clean methods of working. The models and methods of financial control more suited in the government organization rather than to commercial finance and accounting. The company forms absorb the company from all these things. Secondly, the government companies doing business to constitute itself into and be seen to be a separate commercial entity. In most of the countries, the business in modern sense is carried on, the company forms usual one, a fact, which makes for case in transaction of business within not only the county, but also business organization abroad. Thirdly, it is because the nature of the government company as a separate entity adheres to sound commercial practices, which are not like the government practices and procedures. Fourthly, the company form of public enterprises provides adequate space to the non-officials and makes the use of their active support in discharging of management responsibilities. The association of non-officials has been valuable feature of company form of organization holds large formal delegation of function and assignment of resources. This includes instrument of delegation to managing directors, annual reports, balance sheet and profit and loss accounts. Finally, the discipline of the company law supports largely in working the working of the management successful. The strict rules and regulations of the company are applicable to the company servants, while normally such practice is argument is not there in the government departments.
We find from the above general background that the company form of public undertaking has larger amount of autonomy. The following information portrays the present scenario of the public sector in Thailand. (See the figure No.11 Chart of MOF):
III. Thailand’s State Owned Enterprises Structure

- There are 9 sectors and 60 SOEs with 6 Listed companies in 4 sectors
- State ownership is classified into three categories:
  - Full ownership (100%)
  - Majority Shareholder (more than 51%)
  - Minority Shareholder (less than 51%)/Portfolio Investor

State Enterprise Policy Office, Thailand:
It is evident from the above data that the Thailand government attempts to provide autonomy to the government companies on many spheres. However, it needs to understand the legal or constitutional status and autonomy that the company forms of undertaking enjoy in Thailand with reference to Telephone organization of Thailand. This organization came into existence by enacting law called company Act in the year 1954\(^3\) and subsequent modifications in the laws were made from time to time as per the requirements. As we have already pointed out that the TOT is headed by TOT committee consisting chairperson and 7 members. The tenure of the committee is five years. The committee appoints full time Director for the unfixed period but shall be retired at the age of 60 years.\(^5\)

After having the study of the act of the TOT, the brief characteristics of the TOT can be stated as follows. The TOT carries all the features of company form of public undertaking. Secondly, TOT enjoys the flexibility and freedom of action. Thirdly, it is a separate identity as a commercial body, ability to adhere to commercial practices.

However, the TOT Act of 1954 clearly mentioned the demarcating lines of autonomy and control between the TOT and the Government, and legislature.

**Government control over the TOT administration:**

Though the TOT has clear jurisdiction of working and its own rights and privileges, the area of control under this organization is being also mentioned in the act. The government commands the TOT in the following manner.

According to the section 31 of the Act of the TOT, the cabinet has empowered to grant or reject the proposals forwarded or
policies formulated by the TOT committee. As per the section 6 and 9 of the TOT act, the government set up the procedure for the business or working of the TOT committee. This procedure is to be strictly followed whenever there are meetings or deliberations.⁶

Secondly, the government keeps its watch on the functioning of the TOT by setting up the rules and regulations regarding general administration. As we have already explained, the TOT has large establishment and spread of the network all over Thailand, there involved in it the great interest of the people. It is to be noted that the entire Thai trade and business depend on the working of TOT services. This is the reason why government of Thailand wants that the TOT should run in the larger interests of the people. The government frames the rules and regulations in order to represent the aspirations of the people.

According to the section 25, the government appoints the TOT committee, which in fact works on the line of the Board of Management in other companies that occupies apex position. The government makes the appointment of Chairperson or a Chief Executive of the TOT and the members of the committee ranging from 4 to 7. The government rests all responsibilities of the TOT on this committee so far as the execution of the policies are concerned.⁷

The committee issues the regulations, circulars and directions to the TOT from time to time regarding the recruitment and appointments, discipline of the official staff. On the concurrence of the government, the committee can also issue the orders of increasing the salary, allowances, bonus, and wages of the officials working in the TOT on the approval of the government. The TOT committee also empowered
to fix the salary and emolument of the Director on approval of the
government. The section 27 of the act provides enormous powers to the
内阁 not only in the appointments of the chairperson and the members
of the TOT committee but at any point of time, the cabinet can ask the
committee to stop working.⁸

As per the section 23, the cabinet is entitled to ask the
TOT committee as well as the Director and other officials to submit the
report to the government regarding the functioning of the TOT and also
demand for the detail facts and opinion on certain matters or grievances
if any. Since the TOT is most recognized and service oriented
organization in the field of Public Sector and people may have their
problems or apprehensions or complains either against its officials or
against the execution of policies, the cabinet takes services cognizance of
it and makes inquiries of the TOT services.⁹

It reveals from the above discussion that the government
exercises its enormous powers in order to control the commercial
practices or business of the TOT by using many method and means
provided in the act i.e. making appointments, granting approval or
rejecting the plans or proposals forwarded by the TOT committee or
Director.

**Parliamentary control over the TOT administration:**

The parliament of Thailand is as powerful as the
government or the executive branch for having control over the
functioning of the TOT administration. Of course, the parliament
symbolizes the inspirations of the Thai population and therefore any
matter relating to the interest of people comes into the purview of the
parliament. As pointed out earlier, the parliament consists of the Senate and the Lower House under the constitution of 1997 has empowered to control the activities of the TOT from number of counts. The very existence of the TOT is a result of the parliament’s enactment of law. The parliament has power to alter or amend the act of the TOT. New Act can also be enacted if bill moved in the parliament to such end.\textsuperscript{10}

Though Thai government has got commendable power over the TOT, the government itself at the same time remains comes under control of parliament. It is because of certain devices left at the hands of parliament. The policy matters and the working of the TOT administration are the matter of the discussion of the parliament. The devices such as moving the bill in the parliament regarding the TOT may be brought by any member of the house giving notice of certain period to the authorities of house; arranging debate and discussion in either Senate or House of Representative, question hour etc are being used to check and control the TOT administration. The minister concerned is answerable to the questions raised about the TOT in the House and the member brings a lot of pressure on the government in order to ensure efficient working of the TOT as well as demand people oriented the TOT administration.\textsuperscript{11}

Most important instrument of control that is left in the hands of the parliament is granting or rejecting the budget or expenditure of the TOT. Initially, the preparation of budget of the TOT begins from the each department begins with the processing of the previous year’s, current year’s expenditure and estimated budget for the next years. The requirements and estimated budget comes from all the departments of the TOT and are sent to the Director of TOT. After receiving the
statement of budget from all the departments, the Director submits it to
the TOT committee for consideration. Lastly, this statement is sent for
the consideration of the cabinet. After having serious thought over the
budget in the meeting of the cabinet, then it is being sent for the approval
for the parliament. The details of the budgetary procedure can be
discussed as follows:

**Budgetary Process:**

In fact, the Budget of the TOT is a part of the budget of
Thai government. That is why, the budget of the TOT will be under the
government’s management. The budget of the government is being
considered in both the lower house and the upper house. The procedure
of the budget of the TOT will be under the control of the government.
There is no doubt that the budget of the TOT is a part of the Budget of
Thai government, it is prepared, and land processed along with the
budget of all other government department.

**(1) Preparation of the budget**

The first step in the TOT organization as regards budgeting
(and governmental budgeting) is the preparation of the budget. The
preparation of the budget is the most significant action of the
government, which has implications on the financial and general
economic conditions of the TOT organization. In the matter of the
preparation of budget, the pattern is broadly the same in all state
enterprises in Thailand including the TOT and the Government of
Thailand.¹²

Each organization has a set Budget Calendar that is
governed by the date of commencement of the fiscal year. In most of
organizations and the Thai government, the chief executive has exclusive
responsibility for preparing a proposed budget and submitting it to the legislative body.

The chief executive or the Director of the TOT can lay down general policy and guidelines that show the general magnitudes of the planned expenditures and expected revenues for the preparation of the budget for the TOT. The directors of various institutions including the TOT are asked to start preparing the fiscal budget. The TOT organization and others submit their preliminary budget data to the Budget Bureau (supervising authority of preparation and execution of budget) in the light of guidelines given by both the chief executive and the President. After initial review, the TOT organization asked to recast the preliminary budget data with the policy in mind. The recast budget has been reviewed by the Budget Bureau. In reviewing process, the representatives of the various departments are given a chance to defend, collaborate, or add to the data, they (including a director of the TOT) will submit to the bureau. The individual budgets submitted by various departments are put together for presentation of the final budget. This final budget goes to the parliament or congress.\textsuperscript{13}

\textbf{(2) Enactment of the Budget or Legislation}

After the budget has been prepared, the next step is to submit it to the legislative body. Committees and Sub committees are the instruments through which legislature conduct their business and these committees further contribute to fragmentation. The committee system is probably unavoidable, given the complexity of governmental problems and the size of legislative bodies. The revenue and the appropriations processes have been fragmented greatly among the committees. The
extensive use of committees makes a legislature not one unit but a series of little legislatures.\textsuperscript{14}

However, the budget must be studied carefully by the committees and subcommittees, and then the Chief Executive’s budget is referred to the Appropriation Committees of the Lowe House and the Senate. The Senate and House committees form out the portions of the bill to the subcommittees. In the various subcommittees, the budget is reviewed again keeping in minds its purposes and intents. The interested parties are given their chances to voice their views on the budget in the subcommittee hearings. After the subcommittees have wrangled over the budget, it goes back to the respective whole committees. After debate in the whole committees, the bills are passed by the two houses of Congress or parliament. Constitutionally, appropriation bills should be passed prior to the beginning of the fiscal year in question. Finally, the bills or budget of the TOT go to King for his signature, after his signature it become the bills or law or perfect budget of the TOT organization.\textsuperscript{15}

\textbf{(3) Execution of the Budget of TOT}

Execution is the third step of budgetary process, in which the decisions are taken into legislative body and those are put into operation. It is the responsibility of the administrative TOT executive. There is a fairly general similarity in the system adopted by all the organizations including the TOT organization in Thailand in this matter. Every budget either explicitly or implicitly contains plans concerning the work to be done and the achievements to be gained. Execution, involves converting those plans into operations.\textsuperscript{16}

The apportionment process is substantially important to bring planned spending into balance with available revenue. The extent
of this process is dependent upon the specificity of the appropriations bill and the powers of executive. Expenditure must not only go to the proper purposes; it must also be properly timed. Usually a schedule is set up by which a flow of money will be made available to be spent. This ensures a pattern of spending, which fits appropriations, and the executive may be empowered to modify the pattern in the light of changed conditions. The legislature in providing appropriations recognizes that some flexibility must be allowed in execution of the budget, usually by permitting the transfer of items within broad categories.

The various agencies (like the TOT organization) of government receive their funds, generally on a quarterly basis. The funds or budget are released on a quarterly basis to ensure that the agencies or the TOT will have funds for the entire year. The agency or the TOT in question is required to spend its funds or budget in accordance with the appropriations legislation.

However, the TOT organization is permitted a certain amount of internal adjusting after it has received its appropriations. Once apportionments are made, it is allotted within the TOT organization. Allotments are made on a monthly or quarterly basis and the allotment process is used to control spending during the fiscal year. Control often may be extensive and detailed, requiring approval by the department budget office for any shift in available funds or budget from one item to another. Some form of centralized control during execution step is common at all levels of the TOT or government, and such control is usually maintained by the budget office.
(4) Audit or Control of the Budget of the TOT

The Final step in the budgetary process is the auditing or controlling the budget. However, the purpose of the audit is undergoing considerable change, but initially the purpose was largely to guarantee executive compliance with the provisions of appropriations bills – particularly, to ensure in dispensing public monies and in preventing needless waste. In accordance with these purposes, accounting procedures are prescribed and auditors check the books maintained by agency personnel. In recent year, the scope of the auditing has been broadened to encompass studies of whether the TOT programme or governmental program achieve desired results.

So the main purposes of budgetary control of the TOT are following:

1. To define the objective of the organization as a whole;
2. To define the results to be achieved by departments and personnel thereof for the purpose of realizing the organizational objectives;
3. To reveal the extent by which actual results have exceeded or failed to reach the defined objective;
4. To measure the magnitude and established the causes of the variations as a basis of executive action to correct adverse trends or secure benefits from advantageous conditions;
5. To secure the most economical use of the factors of production;
6. To provide a measure of the efficiency with which the activities of the TOT organization have been co-coordinated;
7. To provide a basis for future policy, and if desired, revision of current policy;
8. To facilitate centralized control in circumstances of decentralized activity;

9. To facilitate stabilization of industrial or other activities in conditions subject seasonal or other cyclical influences.\textsuperscript{18}

The General Accounting Office headed by comptroller general is responsible for audit of the budget. The main function of this office is to see and confirm that the TOT organization or other agencies have used their funds or budget honestly and in conformity with the appropriations legislation – the general audit.

C. Asking the information from the Government about the TOT:

According to the constitution of Thailand, the parliament can ask for any information regarding the TOT as the government is responsible to the parliament. The parliament asks the information on following matter.

1. Asking the questions to the Government regarding the activities, duties of the TOT. Any matter which has larger implications on the life of the nation due to the TOT policies, execution, any member either the house may ask for the information from the government.\textsuperscript{19}

2. Submitting the no confidence motion against the government is a significant device left into the hands of the parliament. The maladministration, corruption in administration including the administration of the TOT, the parliament can bring no confidence motion against the government and can have serious discussion on the subject.\textsuperscript{20}

3. Submitting the no confidence motion to the concerned Ministers has also been used by the members of the parliament. Because of this device, the parliament can check the working of any department
or public undertaking. If there is an agreement or about mismanagement of the concerned ministry contrasting half of the members of house, the minister has to tender his resignation. 21

**Internal Control in the TOT**

The Board of Director and Executive management is fully aware of the importance of Good Corporate Governance, which provides guidelines for organizational operations that enhance sustainable growth and fairness to all stakeholders. The TOT has put in place internal control systems in accordance with the regulations of the State Audit Commission on internal standards announced in 2001. The Board of Directors, the Audit Committee, and the Management are responsible for implementing appropriate Efficiency Control Systems and Risk Management and for monitoring the effectiveness of these internal control systems.

The Audit Committee reviews the efficiency and effectiveness of the Company's internal control framework on Control Environment, Risk Assessment, Control Activities, Information and Communications, and Monitoring. The TOT also conducts Risk Assessment and Control Self Assessment (CSA) in 8 key areas of operations: Marketing and Sales, Information Technology, Procurement, Finance, Telecommunications Network, International Traffic, Customer Service, and Invoicing and use of these internal controls will be expanded to other functions. In addition to these control mechanisms, the Corporate Audit and Assurance Office, measures and makes recommendations regarding unsuitable and underdeveloped internal process control. 22
The Corporate Audit and Assurance Office also plays a vital role in establishing a detailed audit plan covering all high-risk work processes. The TOT is confident that each business operations unit has effective internal control systems that protect against and mitigate all operational risks, including financial, legal and regulatory compliance. In view of the internal control mechanisms now in place, the Board of Directors, Management and employees are confident that these will improve efficiency and provide effective internal control.

**Committees**

**The TOT Board of Directors**

To ensure the proper execution of business operations the Board of Directors has set up several committees to oversee respective functions within the Company. Nomination procedures for committee members have been in compliance with relevant TOT and government rules and related acts. There are four committees:\(^2^3\)

- Audit Committee
- Compensation Committee
- Nominating and Corporate Governance Committee
- Risk Management Committee

**1. Audit Committee**

Audit confirms that management and operation of the TOT is conducted in accordance with the relevant laws, regulations, Cabinet resolutions and policies of the Board of Directors. This committee receives and confirms that the TOT has reported financial statements precisely and with full disclosure. Review also confirms that the TOT has proper and effective internal control systems and internal audit functions. The committee examines whether the TOT has proper risk
management and control or not. The committee confirms that the TOT practices and operations comply with the relevant laws and regulations governing securities, the Stock Exchange of Thailand and companies. The committee receives that the selection, nomination and remuneration of a certified public accountant as auditor to the TOT. Review and confirm that disclosure of the TOT information has been appropriate in all instances of connected transactions or possible conflicts of interest. It is also assessed that whether the assignments are there as per the directives of the Board of Directors or not. The Audit Committee takes into account the annual report of the TOT.  

2. Compensation Committee

The committee considers and proposes compensation scheme and benefits policy in accordance with the rules of the TOT and related government regulations, also in the light of the opinion or recommendations of the Board of Directors, Nominating and Corporate Governance Committee, Compensation Committee, Audit Committee, and any other committees, subcommittees or persons as directed by the Board of Directors.  

3. Corporate Governance Committee

Authority and Duties

1. Consider and propose corporate governance policy, establish selection criteria for Directors, and review the rules of the TOT and related regulations.

2. Formulate and review the principles of the TOT's Good Corporate Governance policy to ensure that this is clear and effective, establish management and control systems, and a code of ethics for executives and staff.
4. Risk Management Committee

Authority and Duties

1. Formulate policy and strategies, as well as a risk management framework, for proposal to the Board of Directors.

2. Monitor the effectiveness of risk and impact assessment, including proper organizational risk management.

3. Monitor and follow-up risk management in the TOT to ensure its effectiveness in accordance with Risk Management Committee guidelines.\(^{27}\)

In addition, the Board of Directors has set up other committees to support management of the TOT as follows:

- Labor Relations Committee
- Appeals Committee
- Corporate Resources Committee
- Finance Committee
- Organizational Performance Excellence Committee
- Law and Contracts Committee\(^{28}\)

1. Labor Relations Committee

Authority and Duties

1. Consider and advise on improvements to operational efficiency and the development of labor relations.

2. Consider improvements to the TOT regulations and rules with the goal of providing proper benefits for all employees and the TOT.

3. Consider solutions to appeals by employees or labor unions, including appeals regarding disciplinary action.
4. Consider and advise on improvements to conditions of employment.  

2. Appeals Committee
   
   Authority and Duties
   
   1. Review appeals against disciplinary actions and legal convictions and submit findings to the Board of Directors
   
   2. Commission investigation reports and the collection of relevant documents for use in consideration of appeals.

3. Corporate Resources Committee
   
   Authority and Duties
   
   1. Consider and recommend improvements to the TOT corporate resource procedures.
   
   2. Review the TOT plans and operating reports.
   
   3. Consider and approve the employment of consultants, purchasing, employment, leases, and changes to contracts as directed by the Board of Directors.

4. Finance Committee
   
   Authority and Duties
   
   1. Financial management by setting strategies, plans, and operational guidelines in order to add value to the TOT.
   
   2. Administration of the operational plan to privatize the organization for listing on the Stock Exchange of Thailand, including the employment of consultants and outlining the terms of reference (TOR) for consultants.
   
   3. Consider and recommend operation guidelines for concession contracts.
5. Organizational Performance Excellence Committee

Authority and Duties

1. Formulate organizational development policies and set operational guidelines for success in accordance with the criteria of the Thailand Quality Award (TQA).

2. Appoint Senior Executive Vice Presidents and Executive Vice Presidents to promote and implement TQA criteria in order to operate, coordinate and create networks of diverse lines and levels of working groups with the goal of maximizing benefits to the TOT.

3. Monitor, equip, and support operations according to TQA criteria, achieve set objectives and continuously and significantly improve key internal processes.

4. Implement the TOT Self-Assessment procedures based on TQA criteria.

5. Ensure that the TOT personnel are continuously informed about the implementation and progress of application of TQA criteria to organization development. 33

6. Law and Contracts Committee

Authority and Duties

1. Determine standard legal contract formats for various types of contracts.

2. Consider and approve draft contracts for all contracts involving amounts of 500 million baht or more, effective for periods of at least 3 years, or where no previous contract standard format had been used by the TOT for work undertaken by a private company that provides shared benefits.
3. The consideration, study and analysis of risks, advantages and disadvantages, and amendments to contract effective for at least 1 year or for contract where disputes between parties exist.

4. Act as a legal and contract consultant to the Board of Directors.³⁴

Comment on the TOT’s Evaluation

As we have discussed the state intervention in the company form of Public Enterprises in Thailand particularly in the context of the TOT. It is evident from the above discussion that the TOT has made a mark in the field of Public sector providing efficiency and productivity and provided lead to the private sector by showing competitiveness. The relevance of Government Company can be evaluated on the following discussion.

The post cold war situation resulted into pushing globalization. It demands from any country wishing to plug into global market, high level of efficiency and productivity and comprehensive. One of the corollaries of this is that public sector reform cannot be put off and kept at back burner, especially by developing countries. Let us examine as to what attempted in Thailand and why is the TOT achieved success in this crucial area.

The compelling combination of circumstances leading to restructuring of economics included successful global economic performance of Japan Asian Tigers in 80s and 90s based on global approach to production and competition, failure of centrally planned economics in the area of global competition and development of technologies which changed the very concept of productivity and even geography.
Under such unprecedented circumstances, the public sector and policies governing them could hardly afford to remain immune from mainstream developments, as they have invariably been a critical and an integral part most economics. The state interventionist public sector policies of 60s, 70s and 80s could no longer be sustained in any meaningful way except on the premise of efficiency and competitiveness. As a consequence, they must also follow the trend of economic policy, which in the current context, is heavily tilted towards liberalization, democratization, marketization and globalization and decisive move away from extensive social controls. In fact public sector provides the lead and depth in any thrust towards an economy because more competitive and efficient in many developing countries because it is its efficiency and performance, mainly in the infrastructure sector which decides the efficiency and performance of the economy as a whole.

**Summary:**

To sum up, in the age of liberalization, privatization and globalization, the TOT has been controlled and run by the executive and the legislature in Thailand. It is remarkable that the TOT has making its own way to appropriate the required autonomy and providing efficiency, productivity and profit. For making this success in the way of the TOT they officials, customers play undeniably prominent role. The next chapter highlights the opinions of the TOT personnel.
References:


6. Ibid, Section 6 & 9 of the TOT Act, 1954

7. Ibid, Section 25 of the TOT Act, 1954

8. Ibid, Section 27 of the TOT Act, 1954

9. Ibid, Section 23 of the TOT Act, 1954


12. Ibid, Section 41 of the TOT Act, 1954

13. Ibid, Section 40 of the TOT Act, 1954


15. Ibid, Chapter VI

16. Ibid, Chapter VI

(Telephone organization of Thailand), Section 42, Bangkok, 1954, PP.40-48.
20. Ibid, p. 16.
22. Ibid, Ordinance of TOT p. 16
23. Ibid, Ordinance of TOT p. 17
24. Ibid, Ordinance of TOT p. 17
25. Ibid, Ordinance of TOT p. 17
26. Ibid, Ordinance of TOT p. 18
27. Ibid, Ordinance of TOT p. 18
28. Ibid, Ordinance of TOT p. 18
29. Ibid, Ordinance of TOT p. 19
30. Ibid, Ordinance of TOT p. 19
31. Ibid, Ordinance of TOT p. 20
32. Ibid, Ordinance of TOT p. 21
33. Ibid, Ordinance of TOT p. 21