Chapter VIII

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This study is an attempt of understanding and analyzing the situation of Public Sector prevailing in Thailand in the background of wide spread presence of Liberalization, Privatization and Globalization across the world. The process of economic development began in South East Asia in the second half of the twentieth century and rapidly spread to the Four Tigers-Hong Kong, Taiwan, South Korea and Singapore. In the second phase, Thailand attained and secured its strong economic position along with China, Malaysia and Indonesia. Thailand has been expanding its trade industry and business not only on the basis of supporting the process of globalization privatization, but also on the basis of enhancing the self confidence for promoting public understanding to certain level, particularly in the area of building of infrastructural facilities.

Though the concept of state ownership has bad weather across the world in the recent time, this study examines the working of Telephone Organization of Thailand focusing on the aspect of personnel administration. The institutional efforts in public ownership have been the point of criticisms essentially for the reason that there is a non-productivity, financial losses and inefficiency of the personnel. However, Thailand’s one of the major industries in the field of communication emerged out successfully in over coming criticism. The TOT services not only exist all over Thailand but continuously expanding its Networking. For example the TOT has launched five year program to install 3 Million additional phone line, improving proportion from 2.88
lines to 10 per 100 people. In 1995, it is found that there are 5 million new subscribers in the country. The Telephone Organization and Communication Authority used the modern technology in response to the increasing expansion and demands of the people. The introduction of cellular Telephone Services, Satellite Communication and Microwave Networks proved to be major source of improving the trade and business, which resulted as a boost to the economic development of Thailand.

The TOT’s emergence as a strong industry in the area of government ownership attracts the attention of the researchers for their studies from many points of view. The administration of TOT is the main point of view from among all others. The administration plays important role in success of the TOT in terms of efficiency, income, generation, production and profit. While the TOT represents such characteristics and popularly comes up as an important government company, this tends first of all to understand the very nature of the TOT administration in general and the personnel administration in particular. It needs to be peep into the details of the personnel characteristics of administration of the TOT networking and the functioning. Secondly, it also needs to know the rationale behind the efficiency, which has been ensured in the personnel administration of the TOT. Thirdly, working of the personnel is to be examined from the point of customers' satisfaction about the services of the TOT. Fourthly and finally, the relationship between officials and the executive is also the most important area, which is being considered as conflicting and tense. However, the case of the TOT is worth understanding so far the relation between the two is concerned.
Considering the above research problematic, the following premises have been set for the present study to discuss, examine, analyse the issues pertaining to the TOT personnel administration. This study attempts to pursue the main hypothesis mentioned below. Firstly, the TOT has assumed major role in the overall development of Thailand. Secondly, the general administration of Thailand is a result of the gradual changes that have occurred from time to time in Thailand from the period of the King Sukhothai to Rama V. The King Rama is responsible for introducing the principles and practices of western administration in Thailand. Thirdly, personnel administration has not been structured in the ancient post but it began to develop only after the introduction of western system of communication. Fourthly, the TOT as a company form of public enterprises works under the control of both the executive and the parliament. Additionally the TOT is also put under the internal control. Fifthly, the TOT officials’ satisfaction regarding the treatment, salary emoluments, wages, and other benefits contribute to the efficient working of this company form of public enterprises. Sixthly, the success and the profit of the TOT depend on the customer’s satisfaction.

This study tests and examines the statements with various dimensions regarding the structure and functions of the TOT personnel administration with reference to Bangkok city, a Thailand’s capital. To comprehend the situation focus is made on Bangkok with supposition that this study represents the whole of Thailand.

In response to vital issues of the TOT services, interviews of 100 customers, 50 officers and 25 executives of the TOT were conducted with the support of structured questionnaires. The different questions have been set to the different categories of respondents. The
cross questions have also been structured for comparative study. There are many questions which were asked to the officers during the survey regarding their grievances against their bosses, level of their satisfaction about the service benefits, salary and wages, about the customers. The questions were also asked to the executives of the TOT regarding their background, level of satisfaction and the TOT services, about the cooperation of the subordinate staff etc. Lastly, in order to understand the satisfaction of the customers, the questions were asked in regard of their background and level of their satisfaction about the TOT services.

In light of the statements made in this study and the survey undertaken in Bangkok city, the summary and findings can be given as follows. The second chapter highlights the socio-economic historical background of communication system in Thailand. The transportation and communication system become the backbone of the economic development. Thailand witnessed industrial development in twentieth century which has restructured the industries for Thailand’s economic growth. In brief, modern industrialization started in the early 1960s in Thailand, although the first industrial Promotion Act was promulgated in 1954. It was implemented only in 1960 with the establishment of the Board of investment. In the 8th National Economic and Social Development Plan (1997-2001), development strategies are set for enhancement of the development potential of regions and rural areas by redistributing incomes on a more equitable basis. The ambitions programme was launched to expand community-learning network.

From the distant ages of the past up to the time when the city of Bangkok was chosen as the new capital of Siam, with the exception of the water-borne traffic along rivers and canals, the only
means of inland communication in the country had been those borne by animals such as oxen, buffaloes, horses, elephants with howdahs and bullock-carts, which had indeed been very popular among the people of that time for their daily use in traveling as well as in transporting goods from place to place. Communication by rail was still then completely unknown.

As days rolled by and finally during the reign of King Chulalongkorn (Rama V), a Royal Proclamation pertaining to the construction on the first state railway line in Siam from Bangkok to Nakhon Ratchasima in the Northeast was issued on March 9, 1891. The Ministry of Public Works, under the auspices of His Majesty King Chulalongkorn, had engaged Mr. G.M. Campbell, a distinguished businessman from England, to undertake the construction of this railway line.

The opening day of the first rail service from Bangkok to Ayutthaya, March 26, 1894 was considered as a red-letter day ever to be remembered in the annals of the Royal State Railways of Siam (Thailand). It is the second most important mode after road transport. In the recent years the Bangkok Transit System (BTS), an elevated mass rapid transit, started its operation on 5 December 1999. The Metropolitan Rapid Transit (MRT) The first phase of the underground transit system of the MRT is the Blue Line (22 kilometres) to operate along Rama IV Road-Ratchadapisek Road-Lad Prao Road-Phaholyothin Road route, which will connect with the BTS System. This system is expected to begin operation in 2002.
The third chapter is an attempt of studying evolution of administration in Thailand emphasizing on procedure of recruitment and selection of the personnel, training, promotion, salary, retirement benefits and so on. Ancient Time Administration of Thailand: Southeast Asia has been inhabited for more than half a million years. Recent archaeological studies suggest that by 4000 BC, communities in what is now Thailand had emerged as centers of early bronze metallurgy.

The first ruler of the Kingdom of Ayutthaya, King Rama Thibodi, made few important contributions to Thai history and Thai administration by introducing certain human vales and abandoned supernatural position of King like God.

The first Chakri king was crowned Rama I. Rama's heirs became increasingly concerned with the threat of European colonialism after British victories in neighboring Burma in 1826. The first Thai recognition of Western power in the region was the Treaty of Amity and Commerce with the United Kingdom in 1826. In 1833, the United States began diplomatic exchanges with Siam, as Thailand was called until 1938. However, it was during the later reigns of Rama IV (or King Mongkut, 1851-68), and his son Rama V (King Chulalongkorn (1868-1910), that Thailand established firm rapprochement with Western powers. The Thais believe that the diplomatic skills of these monarchs, combined with the modernizing reforms of the Thai Government, made Siam the only country in South and Southeast Asia to avoid European colonization. This has had great import on administration of Thailand.

In 1932, a bloodless coup transformed the Government of Thailand from an absolute to a constitutional monarchy. After the
promulgation of the constitution of the Kingdom of Siam (Thailand) in B.E. 1932, the Public Administration Act of 1933 was also promulgated which brought out new structure of administration? After being used for 20 years, the earlier Act of 1933 was abandoned. The Act of 1952 was promulgated but General Thanom Kittikajorn again abandoned it. The government recently passed the public administration Act 1991 which infact set the organizational structure of the Departments and other various units of administration.

Chapter fourth studies the structure, functions and power of the Telephone Organization of Thailand (TOT). The Royal Decree on the Organization of the Telephone of Thailand, Ministry of Transport and Communications B.E. 1992 has been promulgated as per enclosed with the letter of the Office of the Civil Service Commission dated 24 August 1992 for a smooth and efficient functions of the Department.

As we know that the first telephone had been invented in 1876, the Minister of Defense, His Royal highness Prince Phanurangsriswangwongs, imported a telephone system into Thailand. It is to the Prince, therefore, that credit must go for introducing this modern form of communication in Thailand. He installed the first telephone line from Bangkok to Paknam, in Samutprakarn, for the purpose of informing Bangkok of the news concerning the arrival and departure of ships at Paknam.

The Minister of Defense who installed a telephone line to inform Bangkok of the arrivals and departures of shicontentimage at Paknam first introduced the telephone in Thailand during the reign of King Rama V in the Rattanakosin Era.
The telephone system was transferred from the Minister of Defense to the Post and Telegraph Department which then expanded its operation, thereby enabling the general public to enjoy access to telephone facilities for the first time. It is serving a grand total of 60 subscribers, the first telephone system.

The Telephone Organization of Thailand (the TOT) is internally divided into 3 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, 10 members of the TOT committee and all of the TOT officials. The failure or success mostly depends on the supreme executives of the TOT organization under the control of Thai Government.

The Present TOT organization consists and Deputy Chair Man, including 10 members of the TOT committee entrusted with the responsibility of execution of the TOT organization. The executive committee consist 10 members.

This study reflects upon the fact that the developing world still provides the rational for the public ownership because of the enormous problems of backwardness in the society. The chapter V of this study elaborates the reasons of adoption of Public Enterprises in Thailand. This government takes lead in running many forms of Enterprises including company form of enterprises. The TOT’s experience as a company form of Public undertaking tells us that the both government and parliament use the controlling devices on this form essentially for the larger interests of the Thai people. The government used to control the TOT by giving the approval or the concurrence to the
various proposals forwarded in terms of recruitment, budget, and appointment of the members of the committee. The government also asks for the information to the TOT. Similarly, the parliament takes the Minister responsible for the working of the TOT. At the same time required autonomy and flexibility is provided to the TOT services in case of recruitment, discipline, punishment, salary and emolument of the employees. It is evident from the fact that the TOT has successfully made a mark in the area of Public undertaking and proved to complete the private sector.

Chapter sixth has attempted to look into the issues, problems and the grievances of the officials against the TOT organization. In order to understand this, the present chapter study and analyze the responses officials and executives which have been collected by providing the questionnaires to them. The data collected reveals that 60 percent of the officers are satisfied with the working conditions, the salary, and the other benefits that are receiving in the TOT. They are also of the opinion that the treatment that they get from their superior is also satisfactory. It also shows that TOT executive get relatively better monthly income and other facilities, which make them happy in their personal life. Above all, since they are powerful category in TOT organization they are able to have control over their subordinate. This study brought out the important fact to the light both kinds of respondents’ (officers and executives) shown their great satisfaction on the service benefits and facilities that they use to enjoy in the TOT services, This provides sufficient room for working efficiently for rendering the services. The opinions expressed by them have certainly contributed to the productivity, income generation and profit of the TOT.
Moreover, it has observed that there are no grievances of subordinate officials against the executives. At the same time, the executives also showed their satisfaction on the work of officers. Hence, it is found that the TOT seems to be tension free government company reached to the height of popularity in Thailand.

Chapter seventh sheds light on the opinions of the customers regarding the services provided by the TOT organization. More than 60 percent customers felt satisfied with services of the TOT in Bangkok city. It is evident from this fact that majority of the customers have expressed that the TOT provides multi-dimensional facilities, in the sense that quick and efficient services are available in Thailand only from the TOT. This confirms the fact that the number of subscribers of the landline is persistently on increase, It means, the people are not going to Private Telephones industries, Because of the efficient services, the customers are being attracted to the TOT services in large number. It can be concluded that the TOT has capacity and ability to compete the private industries in the field, though much more is being talked productively in private sector. We can also establish the fact that the TOT Services in Thailand have produced to be reliable and authentic, while there is much more feeling of insecurity in the private Telephone industries. Precisely, because of this, the customers are attracted and satisfied with the services provided by the TOT.

Concluding remarks:

Thailand occupies important place among all south Asian countries essentially for the reason that its administration has been changed from time to time for the better. The administration found to be successful in realizing the principles of integrity and honesty. The
present study has found that the TOT Personnel administration has emerged out as efficient and productive. This study brought out the fact that Thailand develops its trade and business and has also strengthened its economic growth mainly because of the wider networking of the TOT. Secondly, the TOT has consolidated its position in Thailand even in the presence of private Telephone system. Thirdly, this study reveals that because of the advanced technology and principles of modern personnel administration. The TOT has reached to the highest position in the system of communication. Fourthly, this study revealed that the highest rate of efficiency that has been achieved by the TOT because of that the efficient working of personnel. This study also brought the fact that the both officers and executives are satisfied with the service benefits which resulted in more productively in efficiency and income generation. Fifthly, the principle coordination is found to be there in the TOT. The relationship between Executive and officials have been cordial and helpful. Sixthly, this study has pointed out that the customers have expressed satisfaction over the services provided by the TOT. Lastly, it can be concluded that the customers of the reliable services, security and efficiency. The TOT showed it ability to compete the private initiatives in the Telephone Industry. Moreover, this study reflects upon the fact that still there is a need to have state ownership in the business, trade and industry in the third world countries like Thailand.