



New Public Management: The Human Resource Development

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Abstract

Background and Aim: The concept of New Public Management (NPM) and its integration with Human Resource Development (HRD). NPM represents a shift in public management that emphasizes efficiency, excellence, streamlined organizational structure, private sector competition, public service values, and professional ethics. Integrating NPM with HRD requires human adaptation to enable organizations to thrive in a new context with strength, stability, and efficiency. This adaptation encompasses creating new approaches, changing lifestyles and work styles, adapting to the economic system, and addressing societal relationships in response to national development and its consequential impact.

Materials and Methods: This article presents an integrated study of Document Research and Phenomena Research to collect concepts about New Public Management. It develops a conceptual framework that starts with observing public management behavior as a phenomenon and then explores various approaches. These approaches include framing variables in the order of their occurrence (Birth Order), employing principles of rational thinking, conducting pilot studies based on foundational theory-building principles, and conducting in-depth interviews with individuals involved in government management with a focus on knowledge.

Results: The importance of a human resource development plan outlines several key components. The plan includes ; (1) Preparing Thai people, (2) Improving the driving force of underprivileged labor groups, (3) Promoting the incubation of skills of Thai people involved the private sector and provincial groups, (4) Driving the upgrading of the entire labor structure, (5) Developing labor in the agricultural sector, which is being promoted as part of the future industries (First S-Curve Industries), (6) Developing labor in the public sector, specifically the civil service sector. (7) Human resource development in educational institutions (Education). Additionally, modern technology strategies are mentioned, which have the following characteristics; (1) The use of technology in self-service (Self Service) by working through the Internet, (2) The use of technology to be used as a center to receive telephone calls (Call Center), (3) Leveraging technology to improve productivity in human resource management (Productivity Improvement), (4) Employing technology for outsourcing purposes (Out Sourcing).

Conclusions: New Public Management (NPM) signifies a transformation in public management that seeks to increase efficiency and operational effectiveness. It embraces a private sector management approach to enhance public administration, which focuses on achievement, value, organizing a compact structure for the private sector to compete, serving the public, values, professional ethics, morals, and ethics.

Keywords: New Public Management; Human Resource Development

Introduction

At present, the administration of public affairs in the world has changed in terms of different ways of administration and diversification according to political, economic, and social forms, based on the model of public administration over the past two decades, Peters outlines the process and key characteristics of bureaucratic reforms that took place in the 1980s–1990s. It reflects the changes in the bureaucratic administration in developed countries that the public administration in the future tends to involve the private sector and the public sector more (Peters, 1996: 295-299) Public administration is the formulation and implementation of public strategies and policies for the public and the people, and their implementation requires laws, regulations, and the interaction of subsystems in the public sector and with the larger system within it. Under social, economic, political, and technological contexts. This includes both the structure, process, and behavior of the government, and it is the political process, governmental organizations, efficiency and public response, impartiality, fairness, and personal rights and framing in any part into a systematic plan or a clear procedure to facilitate the management and inspection of the work system to achieve operational efficiency in the New Public Management (NPM). It is a management philosophy used by the public sector to create a more modern public administration





system, the emergence of the concept of new public management in many countries to create a mission-driven agency that is decentralized, has a flexible nature, and has a network connection between various agencies together. The need for the agency to be in such a way aims to improve and develop the administrative system to be more efficient and able to respond to the needs of the people as public service recipients more comprehensively, conveniently, and quickly (Chamaram, S., 2016). At present, Thailand is still stuck in the economic model of "do more with less", which is a middle-income earner, so it needs to be changed to "do less, get more", that is, to drive change at least in three important dimensions; (1) shift from producing "commodities" to "innovative" goods to increase incomes equal to high-income countries, (2) shift from industrial-driven country to technology-driven creativity and innovation, (3) Shift from focusing on the manufacturing sector to focusing more on the service sector. Which has driven the country as follows; (1) Transform the industry into a technology-driven, creative, and innovative sector. (2) Change traditional agriculture to modern agriculture that emphasizes management and uses technology or Smart Farming by farmers to become rich and entrepreneurial farmers. (3) Transform from traditional SMEs to smart enterprises and Startups with high potential. (4) Transforming from traditional service models with relatively low-value creation to high-value services. And (5) Changing from low-skilled workers to more knowledgeable and skilled workers to achieve the development success as set out requires a civil state approach. Which focuses on the participation of the private sector, people's banks, educational institutions, and various research institutions, together with the promotion of SMEs and Startups to drive in the same direction, ready to have quality communication and telecommunication structures with internet that covers the population as much as possible so that it can connect all sectors seamlessly and will make Thai people have higher incomes. That is, to enable the talented Thai population to make efforts to innovate with high value and sectors, must try to help push these people to be the strength of the country by supporting them in every aspect, including training, funding, morale, and confidence for the stability, prosperity, and sustainability of Thailand.

Adjusting the economic structure to be in line with the innovation-driven economy or "Value-Based Economy". Which has a digital infrastructure Is it a very dynamic or rapidly changing economic system? Resource attributes human beings in the economy. Therefore, it does not depend on the quantity, but on Communication, Creativity, Collaboration, and Adaptability/Transformation, which are the basic "Soft Skills" of the digital age in a borderless world (Sang Woo Kim: 2014). And adaptation will enable the country's "new generation human resources" to live and work with people of various nationalities, ethnicities, religions, cultures, beliefs, etc., which will make the work, trade, and service work smoothly, human resources. In addition to having basic knowledge, there is also responsibility, high emotional intelligence, sociability, low ego, tolerance for different opinions, creativity, and lifelong learning pursuit, and to be consistent together, since human resource development takes time, there are no shortcuts, human resource development planning is systematic and must be taken seriously to achieve tangible results. It is the most important factor for the success or failure of the modification. (Schleicher, A., 2014). The economic structure of every country is consistent with the research on New Public Management of Local Administrative Organizations in Mueang Phichit District, Phichit Province (Sangkaew, P., & Wongwatthanaphong, K., 2022). This is in line with the issue of new government management factors that affect the success of the village headman's performance in Roi Et Province. (Thinochai, W., Kietjareon, S., & Injun, R., 2019) Corresponds to New Public Management: Changes to Maximize Productivity (Hunnark, C., 2017). This is in line with the strategy of success in managing the Thai public sector (Sathiankong, J., 2018), which is the direction of New Public Management in human resources for better efficiency.

Thus, many scholars found the same way; Have New Public Management (NPM) reforms in public organizations improved the quality, efficiency, and effectiveness of the delivery of public policies? NPM reforms understood as a style of organizing public services towards the efficiency and efficacy of outputs, have been controversial. They have been accused of importing practices and norms from the private sector that could collide with core public values, such as impartiality or equity. Yet, with few exceptions, we lack systematic empirical tests of the actual effects that NPM reforms have had on the delivery of public services. In this introductory article, we summarize a special issue devoted



to covering this gap. And, overall, we find that neither the catastrophic nor the balsamic effects of NPM reforms are confirmed, but the success (or failure) depends on the administrative, political, and policy context those reforms take place (Lapuente, V., & Steven, Van de Walle. 2020). The concept of public administration should be used to develop new enterprises in various fields, with the integration organization by creating belief in the various departments together to ease the process of decision making and service, human resource development to enhance the performance and skills that are essential to the operation, Technology development for advanced educational services continued, And network education adjacent to the university both at home and abroad to establish cooperation technical personnel and other aspects that are useful to management (Kesanuch, S., 2017). The adoption of Critical Human Resource Development (CHRD) and its capacity to change practice is influenced by the political context. HRD professionals learn to challenge their political context through CHRD teaching and research in the 'safe space' of Higher Education Institutions (HEIs). Yet, the increasingly global discourse of New Public Management (NPM), associated with what we call new performance measurement, constrains engagement with CHRD. This paper demonstrates the impact of NPM and research performance measurement on HRD scholarship, CHRD agendas, HRD professional development, and HRD practice through discourse analysis of Impact Case Studies and their underpinning research as presented in the UK government's 2014 Research Excellence Framework (REF 2014). The use of national research evaluations with a focus on impact is currently spreading across the globe, and so is of international significance. We identify that although CHRD is consistently adopted in underpinning academic research publications it does not transfer into written impact cases. We conclude that context has the power to silence CHRD, and we challenge CHRD scholars to seek alternative formats to inform practice that does not disguise potential negative impacts. We also caution that silencing critical academic voices diminishes the ability of the pedagogic curriculum to challenge and enhance HRD practice (Ross, C., Stewart, J., Nichol, L., Elliott, C., & Sambrook, S., 2022).

Objectives

Therefore, this article aims to present the history and evolution, and essence of New Public Management in the direction of human resource development, as well as suggestions for determining the direction of applying the concept of New Public Management in the management of government organizations and for the benefit of further application.

Methodology

This article is an integrated study of both Document Research, Phenomena Research collecting concepts about New Public Management by developing a conceptual framework that begins with the study of Phenomena by observing public management behavior, A variety of approaches beginning with framing in order of occurrence of variables (Birth Order), principles of rational thinking, conducting pilot studies based on foundation theory building principles, in-depth interviews from those involved in Government management and temple management with knowledge management. Relevant literature reviews are conducted to find content harmony and validate concepts for greater credibility by integrating various methodologies. Based on this, the author has arranged the topics and presented the following descriptive text (Reaphook, S., 2014: 50; Kenaphoom, S., 2014B: 1-19; Kenaphoom, S., 2015; Kenaphoom, S., 2014C: 13-32; Kenaphoom, S., 2014D; Kenaphoom, S., 2017: 169-185)

Evolution of New Public Management Concept

Management concepts in each era are different according to the modern era, with the development of management styles under that context, and with each era progressing, the values and perspectives of the main factors of that idea have changed. This often values the in-depth view and where the state of the environment influences the management perspectives that shape management concepts. For example, the view and value of "man as a machine" towards "living person and heart" resulted in transcending the boundaries of the Classic era to the Neo-Classic era, and most importantly, the change in social structure from the time of the industrial revolution to globalization society that has





resulted in breaking down walls in the Modern era to the Postmodern era that views and values, it is profound for organizational survival adaptation from the non-living organization and the systematic use of technology to the view that the organization, living and information technology are important, and affect in complex dimensions. Therefore, organizational theory or the concept of management in both the public and private sectors. (Suttawat, W., 2016)

New Public Management (NPM) developed from ideas in Public Administration that follow Max Weber's ideal bureaucratic framework or model. It wasn't until the early 1980s that political leaders became aware of the unsustainability of the system, centralizing power in public services. that previously had to face the oil crisis in the late 1970s, and the global economic crisis which is continuously volatile causing scholars and practitioners to search for new ways of managing the public sector. (Robert, B.D., & Joseph, W.G., 2003: 334-335) To cope with the rapidly changing world conditions, all of these are important factors that drive the government, It is necessary to reform the management system to adapt more appropriately to the changing environment.

A Revolutionary Change called New Public Management (NPM) (Sowaribi, T., 2005:75-89), NPM is considered to be a new paradigm shift in public administration which has changed or diverged not only in the manner of delivering social services or showing only the government's budget account but also including changes in the structure of the administration that bring various forms or methods of the private business sector to be adapted to suit the context of the government sector (Mariko and Keiichi Eguchi, 2016) New Public Management is based on the premise of universal management theory and management techniques that can be applied to both public administration and business administration. NPM's main objectives are; need to improve the efficiency of the public sector by using private management methods and focusing on the efficiency of the governance paradigm of public and social affairs based on the principles of Accountability, Transparency, Openness, Fairness, and Equity (Bowonwattana, P., 2009: 15).

New Public Management is a development to solve the problems of the government sector that is dependent on the management system until it is inflexible and unable to adapt to the changes in the dynamic global trend, which focuses on responding to the needs of the people and being able to adapt to the globalization of the world today.

The essence of the concept of New Public Management

New Public Management was born from the merger of two main concepts of Hood, 1991: 3-19), The first conceptual trend in the development of New Public Management was New Institutional Economics, which originated from Public Choice Theory, Principal-Agent Theory, and Transaction Theory. Managerialism is a concept related to the reform of public administration, incorporating various methods and techniques from the private sector. It emphasizes the application of private sector practices and views politics as a marketing phenomenon. (Yamamoto, 2004: 6), which the concept of Christopher Hood described the concept and important characteristics of New Public Management as follows (Hood, 1991: 3-19)

- 1) It is an administrative process that focuses on professional management, giving executives freedom and flexibility in management.
- 2) It is a management process in which objectives and performance indicators are clearly defined.
- 3) It is an administrative process that attempts to improve the organizational structure to make the departments smaller and more suitable for operations.
- 4) It is a competitive administrative process in public service that improves efficiency.
- 5) Modify management methods to be modern and imitate the methods of the private sector.
- 6) It is an administrative process that strengthens discipline in spending national money, emphasizing savings and cost-effectiveness in using resources

The concept of New Public Management or Managerialism is based on the premise of internationalization, management theory, and management techniques that can be applied in terms of public administration and business administration.





New Public Management focusing on the growth of the organization is important, considering the relationship of the organization that must balance with the changes that occur within and outside the organization to be well coordinated in all aspects, by fusing various principles to be ready to adapt to accept new things that change all the time (Yodyingyong, K., 2006: 38-39). Key features of New Public Management include providing quality services to the public, reducing centralized control and increasing administrative autonomy to measurement agencies, and rewarding performance at both the organizational and individual levels, creating a support system in terms of personnel (Meksawan, T., 1997: 24) such as training system, remuneration system, merit system, and technology such as information systems to help agencies achieve their objectives and openness to the concept of competition between government agencies and between government agencies and the private sector.

Kenaphoom, S., (2019:52) addresses the key elements of the new public management (NPM) paradigm as follows: (1) The roots of the theory are rational theory, public choice theory, and management science theory. (2) The nature of the state is a regulatory state. (3) The focus is the organization and internal management (Intra-organizational Management). (4) Focus (Emphasis) focuses on managing the organization's resources and performance. (5) Mechanisms of resource allocation, market forces, and classical and neo-classic contracts. (6) The nature of the service system uses an open rational system (Operational). And (7) Value-oriented (Value base) focuses on competitive efficiency and market performance

In addition, the State model under New Public Management includes Market government, Participatory state/government, Flexible government, and Deregulated government, details as follows (Peters. 1996: 16 – 20; Kenaphoom, S., 2018: 304-306).

1. **Market government:** Market-based public administration) by Lan and Rosenbloom (1992) and Entrepreneurial Government by Osborne and Gaebler (1992). Although the naming is different, the description is the same, namely, the improvement of government management, budget reduction, Use of markets and market-type mechanisms instead of the use of centralized ordering and control, More competition and options were used, the size was reduced to fit mandates, and the word Administration is management. This means having to achieve results and having personal responsibility arising from actions, thus designing a Market-based public policy, the state must provide public goods and services as efficiently as possible, which may be implemented by reducing production costs through shrinking and limiting the role of the public sector, privatization, etc.

2. **Participatory state/government:** emphasizing the participation of the people, promoting the integration of community groups or civil society organizations (Civil Society), and networking to reduce the government's role from guiding and making their own decisions to exchanging opinions for the public to participate in decision-making.

3. **Flexible government:** It is a flexible administrative restructuring to ensure smooth coordination. The flexible government uses a management model as follows: temporary/special contract personnel management for public policies relies on testing/trials aimed at The public interest is about low cost, economic and good coordination.

4. **Deregulated government:** Use a more liberal management approach, public policy based on the concept of enterprise government aiming at creativity through political activities.

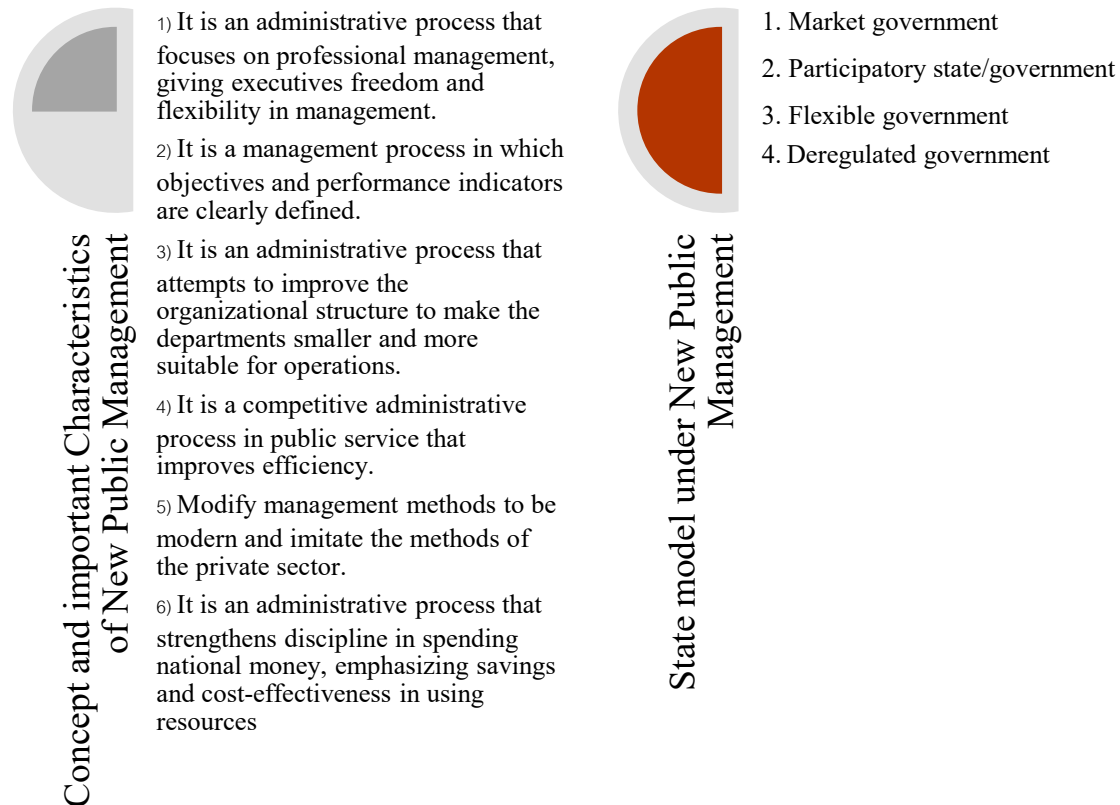


Figure 1: The essence of the concept of New Public Management

It can be seen that New Public Management is a fundamental concept of public administration that will lead to changes in government systems and concrete strategies, by adhering to the guidelines for providing quality services to the people, taking into account the needs of the people, reducing central control, increasing independence for provincial agencies, developing an achievement-oriented management system, having a support system in terms of personnel and technology, and focus on competition between government agencies and private sectors.

Applying the New Public Management concept to human resource management

Therefore, new government administration must be carried out simultaneously with the development of human resources and human resource development takes time, there is no shortcut, systematic human resource development planning and earnest action to achieve tangible results is the most important factor for success.

1. The direction of human resource management under the concept of New Public Management

Human resource management guidelines under the concept of New Public Management have the following characteristics (Maythikul, C., 2016). **1. Short-term human resource development**

1.1 People Transform and Pilot Group: Relevant to the selection of people who will lead change as pilot groups such as middle-high executives and leaders in each sector, including government, private, and labor. Especially teachers-teachers in educational institutions who will be pilots in a manner that is “Trainer For The Trainee” is to create people who will build human beings by urgently needing to design a training course. This should be a short-term course suitable for each sector and under the characteristics of each cluster of the industry by developing the first group of pilots who will lay the development foundation to move through and prepare the human resources of the future.

1.2 Raising the level to drive underprivileged labor groups: Relating to the creation of opportunities for disadvantaged groups ranging from uneducated or left-behind labor groups, aging



workers, or laborers who are not utilizing their full potential. This will create value for workers in those groups and also create economic value.

1.3 Promoting the incubation of skills of Thai people involved in the public, private, and provincial sectors across the country: Having a vision about the development of new people, skills, and readiness for the new economy involves both fundamental visions, new skills to increase capacity, with the following guidelines: (1) Understanding in the same or similar framework by bringing the goals and objectives as a setting, which is present in both government policy sectors, executives in government agencies, state enterprises, private organizations, entrepreneurs in the business sector. Including the leaders of organizations that are directly related to labor before policy-driven reforms, it is necessary to adjust the concepts, attitudes, and visions to be within the framework as closely as possible. (2) The private sector must have prepared personnel from all sectors involved, any sector capable of moving forward should be piloted as an incubator, or a learning center in operation must do joint strategies from both the public and private sectors covering the provinces. (3) Cluster development is divided into service cluster industries that support the SME network industry, community enterprises, and cooperatives of various types, which must be cultivated to be able to be driven by the digital economy, innovations, and technology.

However, the separation of human resource development methods is as follows (Maythikul, C., 2016). (1) The development of potential labor groups, both First and New S-Curve Industries, in which the fact that the leading entrepreneurs are already ready, the government may collect data or support additional fiscal measures. (2) Labor Incentive Industries have a proportion of about 65-70%, most Thai businesses are in the lead group, not necessarily a specific group of SMEs. Because the jewelry industry, the garment industry, the Agro-processing industry, and the industry are subcontracted to the automotive and electronic computer sectors, each of which employs thousands of workers. (3) Periphery Industries is a group at the SME level with industrial and physical trends of the business lacking the insufficient potential to develop on their own, it is necessary to develop into a special group. (4) Human resource development groups in the public and government sectors and the education sector, which must be incubated in parallel with the private sector, because it plays an important role in the urgent phase. And (5) Leaders of labor organizations, which must see opportunities, threats, and problems under new opportunities of change in the same direction, which labor-related organizations are important and must bring in to play a role in the development of the country.

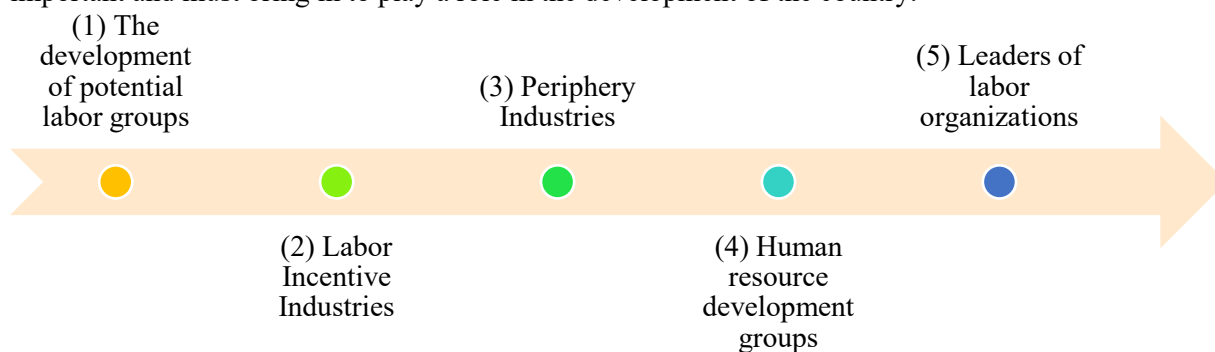


Figure 2 Separation of human resource development methods

2. Medium and long-term human resource development

2.1. Driving upgrading the whole structure of labor: The country's labor force does not only exist in the industrial sector, with only 16.98% of the labor force, but most of the workers are in the service sector as high as 41.23%. Such as labor in the retail and delivery system, construction and real estate labor, logistics labor, financial sector labor, tourism sector labor, etc.

2.2. Labor development in agriculture: In the future, under the promotion of "First S-Curve Industries" upgrading agriculture to be part of the development of a new cluster with innovation and processing of agricultural products linking the processing industry is necessary to develop. Agricultural workers use modern technology, with the proportion of agricultural workers as high as 32.40 percent.



This is the group with the largest labor force and the most developed, and the group with higher employment than the industrial sector due to the mechanization of large-scale agriculture and the influx of new workers entering the labor market. 62 percent of them are tertiary graduates, which will allow more agricultural workers to enter the industrial sector.

2.3. Labor development in the public sector (Government): related to the government sector, about 1.525 million employees in government agencies, involved in missions, sectors such as the economy, society, security, and about 600,000 people in various state-owned enterprises. Which must be brought in to participate in the development of labor in this section is about 9.37 percent, human resource development must begin with the development of labor in the public sector because it is a mechanism for driving both promotion and governance to take care of the development of the Thai economy

2.4. Human Resource Development in Educational Institutions (Education): Driving Thailand, the heart of success lies in the creation of personnel from the education system, which currently has about 1.252 million people, each year enters personnel into the labor market about 5.5 hundred thousand people per year, representing a hundred 61.5 percent, of which 22.5 percent are at the tertiary level, which are vocational certificates and vocational certificates, and about 16 percent are at the lower secondary and upper secondary levels.

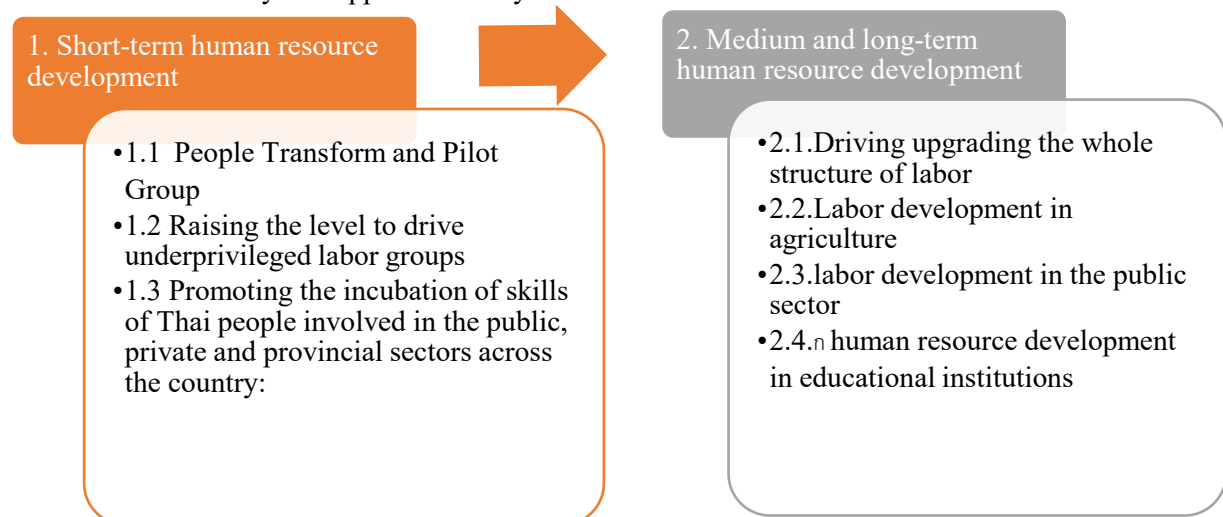


Figure 3 Direction of human resource management under the concept of New Public Management

It also involves the development of curriculum in line with the changes in the production of textbooks and teaching materials that contain modern technology so that students can work with intelligent technology, and able to use creativity, wisdom (Brain Power), and innovation Another important factor must be to produce quality teachers and lecturers. In addition, the evaluation guidelines for both teachers and teachers, students and students are revised to be in line with the digital economy model (Maythikul, C., 2016).

Therefore, the development of human resources, whether it is the development of the agricultural sector, the development of labor, or the development of educational institutions to achieve the efficiency of the aforementioned drive, must develop competence in information and communication technology, namely. The use of IT to help manage knowledge, coordinate data storage, and innovate in knowledge management ideas, throughout access to knowledge more easily, more conveniently, as well as being able to communicate with experts in various fields, Find the information and knowledge you need to succeed in your operations as you step into the development of the digital economy.

In addition, the trend and direction of Thailand after adopting technology strategies in human resource management in Thailand are as follows:

1. Aging society, in the next 8 years, Thailand will fully step into an aging society, a phenomenon in which the low birth rate is inversely proportional to the rate of elderly people who live longer, It



inevitably affects human resources in the organization. While fewer new employees enter the organization, GenBB personnel (Baby Boomers) have time to retire, causing the organization to lose the knowledge, techniques, experience, and flight hours accumulated in that person as well. Organizations must seek ways to transfer this knowledge from older employees to new generations, including revising the retirement period beyond 60 years.

2. GenY Empowerment Most people in today's organizations are Gen Ys between the ages of 20-37. The challenge for the organization is not the issue of what to do with the Gen Ys entering the organization. But the point that should be focused on is how the organization will engage GenY people to work with the organization sustainably, and how to make GenY grow up in the digital era and work seamlessly with older Gen X and Baby Boomers.

3. Economic model of the economy and business operations will change from an industrial model that emphasizes mass production and cheap labor to a business that combines knowledge, creativity, innovation, and technology as the main attraction for consumers. Therefore, the people who will excel in the organization must be thinkers and practitioners who can always create innovations in their work.

4. Dynamic globalization, events occurring in the world will change rapidly and become more unpredictable one event, may affect each other in a chain and always be connected wherever they are in the world. Organizations must be aware of every change and be ready to adapt at all times.

5. Online jobs that work, information is linked in the internet world, databases, and knowledge treasuries are easily accessible at your fingertips. Organizations must drive people to be ready in the digital age to become a complete digital workplace. As well as managing work through online systems for efficiency and maximum benefit to the organization.

6. Compact the world in the palm of your hand Smart Life Smart Phone It is undeniable that life in today's world, our lifestyle, is inextricably tied to the smartphone, various activities, business transactions, or various forms of work can be performed through smartphones more and more. Organizations must be prepared to change the way of working according to the changing way of life.

7. There is no line between work and personal time, the lifestyle of working people in the future, work and life will no longer have clear boundaries and lines. The concept of Work-Life Balance will change to "Weisure Time"(Work+Leisure). Because anywhere can be our workplace as long as there is an internet signal to connect to the boss, team, and customers at all times.

8. Collaborate, Share, Create Social Ideas Social Network makes expressing ideas, exchanging knowledge, and sharing ideas easier, anytime, and more freely. Organizations can apply the guidelines of the social world to develop and create innovations, as well as operate within the organization to be effective, creating a culture of participation of personnel in the organization to be more concrete.

9. Learning through online media, the era of 'E'Decade has arrived, whether it is E-Learning, E-Book, E-Commerce, etc. Continuously linked to the 'S'Decade or the era of Social Networks, Social Media, including Social Learning, modern workers must have access to online learning materials and can learn by themselves, learn anywhere and anytime.

10. Sustainable Social Growing Organization Trend of doing business in the modern world Entrepreneurs can no longer focus only on profit numbers like in the past but also have to take into account social responsibility along with having to instill such values into employees within the organization to be responsible for both people, communities, the environment and the surrounding society, integrate into work culture in the direction of sustainability.

Therefore, the key to making an organization adapt to changes and develop human resources well is a vision that is consistent with technology, innovation, and creativity.



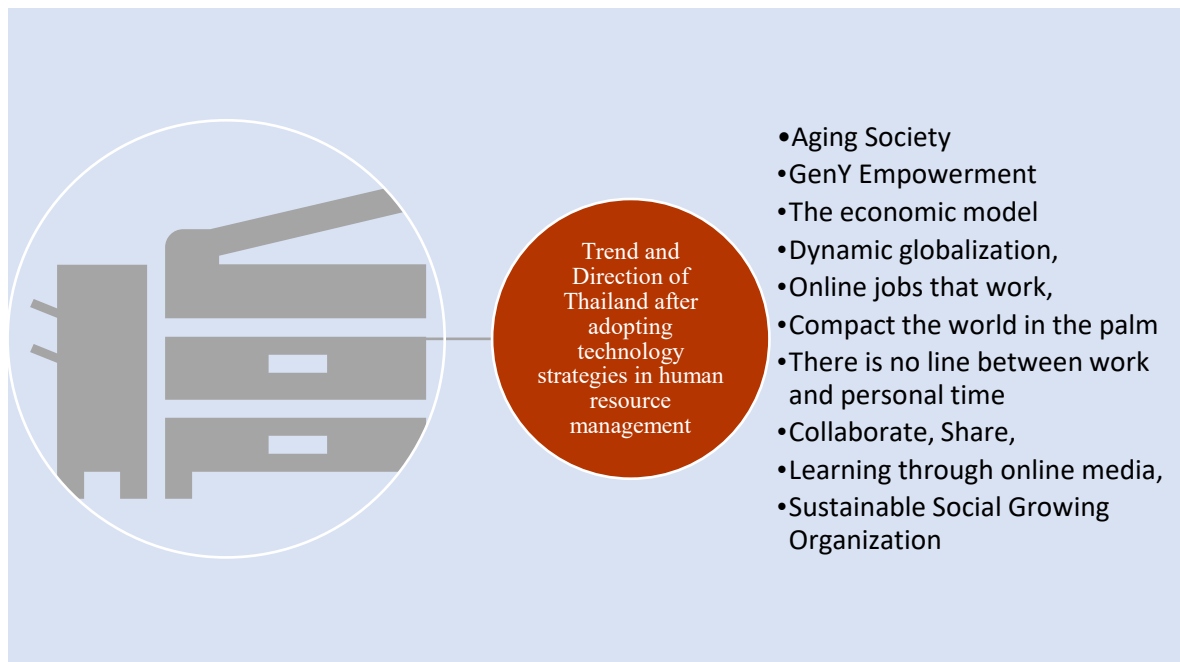


Figure 4 Trend and Direction of Thailand after adopting technology strategies in HRM

Conclusion

New Public Management is a transformation of public management by adopting the principles of increasing efficiency and pursuit of operational efficiency that strive for excellence, incorporating a private sector management approach to public administration, which focuses on achievement, value, organizing a compact structure for the private sector to compete, serving the public, values, professional ethics, morals and ethics. Therefore, using New Public Management to integrate human resource development (Human Resource Development) requires adaptation of “humans” so that organizations, can grow in a new context with strength, stability, and efficiency. Whether creating new things, changing lifestyles, working patterns, economic systems, as well as the relationships of people in today's society in response to the development of the country and the impact that will occur. Therefore, there must be a human resource development plan which includes; 1) Preparing Thai people for 4.0. 2) Improving the driving force of underprivileged labor groups. 3) Promoting the incubation of skills of Thai people involved in both the public, private, and provincial groups across the country. 4) Promoting the upgrading of the entire labor structure. 5) Labor development in agriculture in which the future is under promotion (First S- Curve Industries). 6) Labor development in the public sector (Government 4.0) involves the civil service sector. And 7) Human resource development in educational institutions (Education). In addition, the State-of-the-art technology strategies used in human resource development are as follows; 1) The use of technology in self-service (Self Service) by working through the Internet. 2) The use of technology to be used as a telephone answering center (Call Center). 3) The use of technology to improve productivity in human resource management (Productivity Improvement). And 4) The use of technology in outsourcing (Out Sourcing).



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