Customers satisfaction and core competency on service-minded among frontline staff
of the department of medical sciences ministry of public health Thailand

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ความพึงพอใจของผู้รับบริการและสมรรถนะหลักด้านจิตบริการของเจ้าหน้าที่บริการลูกค้า
กรมวิทยาศาสตร์การแพทย์ กระทรวงสาธารณสุข ประเทศไทย

นางสาวกิรณา เทวอักษร

วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาสาธารณสุขศาสตรมหาบัณฑิต
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Field of Study	Public Health
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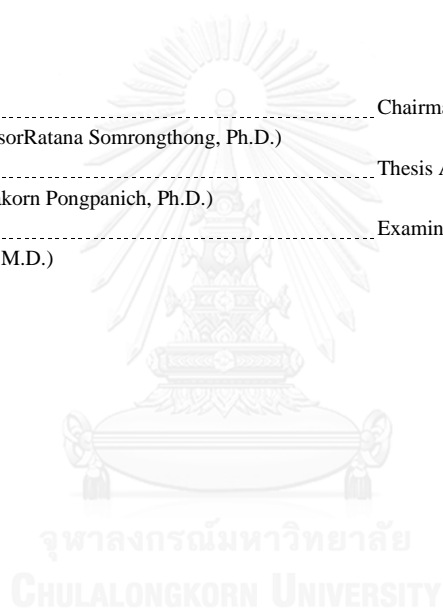.. Dean of the College of Public Health Sciences
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กิรณา เทวอักษร : ความพึงพอใจของผู้รับบริการและสมรรถนะหลักด้านจิตบริการของเจ้าหน้าที่บริการลูกค้า กรมวิทยาศาสตร์การแพทย์ กระทรวงสาธารณสุข ประเทศไทย (Customers satisfaction and core competency on service-minded among frontline staff of the department of medical sciences ministry of public health Thailand) อ.ที่ปรึกษาวิทยานิพนธ์หลัก: ศ. ดร.สถิรกร พงศ์พานิช, 128 หน้า.

การศึกษาวิจัยเรื่องความพึงพอใจของผู้รับบริการและสมรรถนะหลักด้านจิตบริการของเจ้าหน้าที่บริการลูกค้า กรมวิทยาศาสตร์การแพทย์ กระทรวงสาธารณสุข ประเทศไทย มีวัตถุประสงค์เพื่อประเมินความพึงพอใจของผู้รับบริการและเจ้าหน้าที่บริการลูกค้าในการกำหนดสมรรถนะหลักด้านจิตบริการของกรมวิทยาศาสตร์การแพทย์ กระทรวงสาธารณสุข ประเทศไทย เป็นการวิจัยเชิงปริมาณโดยสอบถามความคิดเห็นของผู้รับบริการและเจ้าหน้าที่บริการ และวิจัยเชิงคุณภาพโดยการสัมภาษณ์ตัวแทนผู้บริหารของกรมวิทยาศาสตร์การแพทย์ กระทรวงสาธารณสุข ประเทศไทย

ผลการศึกษาวิจัยพบว่า 1) ปัจจัยพื้นฐานของผู้รับบริการ ได้แก่ อายุ ระดับการศึกษา หน่วยงาน สายงาน งานที่ขอใช้บริการ และสาเหตุที่เลือกใช้บริการมีความสัมพันธ์กับความพึงพอใจของผู้รับบริการ ซึ่งสามารถนำไปพัฒนาเป็นสมรรถนะหลักของกรมวิทยาศาสตร์การแพทย์ กระทรวงสาธารณสุข ประเทศไทยอย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05 2) ปัจจัยพื้นฐานของเจ้าหน้าที่บริการ ได้แก่ เพศและสายงาน มีความสัมพันธ์กับความพึงพอใจในด้านการบริหารทรัพยากรบุคคล ซึ่งสามารถนำไปพัฒนาเป็นสมรรถนะหลักของกรมวิทยาศาสตร์การแพทย์ กระทรวงสาธารณสุข ประเทศไทยอย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05 ข้อเสนอแนะคือควรศึกษาเพิ่มเติมให้สอดคล้องกับสมรรถนะหลักของสำนักงาน ก.พ. เพื่อกำหนดเป็นนโยบายต่อไป

สาขาวิชา สาธารณสุขศาสตร์	ลายมือชื่อนิสิต _____
ปีการศึกษา 2559	ลายมือชื่อ อ.ที่ปรึกษาหลัก _____

KIRANA DHEVA-AKSORN: Customers satisfaction and core competency on service-minded among frontline staff of the department of medical sciences ministry of public health Thailand. ADVISOR: PROF. SATHIRAKORN PONGPANICH, Ph.D., 128 pp.

This research studied in customers satisfaction and core competency on service-minded among frontline staff of the Department of Medical Sciences Ministry of Public Health, Thailand aims to assess customer satisfaction on service-minded and the human resources satisfaction of frontline staff to identify core competencies of the Department of Medical Sciences, Ministry of Public Health, Thailand. This is quantitative and qualitative research by asked for opinions of customers and frontline staff and in-depth interviewed the key executives of the Department of Medical Sciences, Ministry of Public Health, Thailand.

The results of the study showed 1) demographic features of customers such as age, educational level, occupation, position, request of service, reason of request was associated with customer satisfactions on service-minded which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand at a statistically significant level of 0.05. 2) demographic features of frontline staff such as gender and position was associated with satisfaction in human resource management which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand at a statistically significant level of 0.05. The suggestion was to study core competencies which related with OCSC's core competency on core competencies should be concentrated for further policy development.

จุฬาลงกรณ์มหาวิทยาลัย
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Field of Study: Public Health	Student's Signature _____
Academic Year: 2016	Advisor's Signature _____

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CONTENTS

จุฬาลงกรณ์มหาวิทยาลัย
CHULALONGKORN UNIVERSITY

LIST OF TABLE

จุฬาลงกรณ์มหาวิทยาลัย
CHULALONGKORN UNIVERSITY

LIST OF FIGURE

จุฬาลงกรณ์มหาวิทยาลัย
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LIST OF ABBREVIATION

DMSc   Department of Medical Sciences, Ministry of Public Health, Thailand

RMSc   Regional of Medical Sciences, Ministry of Public Health, Thailand

OCSC   Office of the Civil Service Commission (Thailand)

ASEAN   Association of Southeast Asian Nations

ISO   International Organization for Standardization

PMQA   Public Sector Management Quality Award

SWOT   *SWOT* analysis *(strengths, weaknesses, opportunities, threats)*

PEST   PEST analysis (political, economic, social and technological)

HR   Human Resources

HRM   Human Resource Management

HRD   Human Resource Development

CHAPTER I

INTRODUCTION

1. Background & Rationale

The world is rapidly changing with highly competitive under taking of the government. Improving and restructuring of public sector has been changed career path of government officers. Focused on the part of strategic principles, it needs to be improved while still retaining most of the original structure and further changes in appropriated way (OPDC, 2007). The bureaucratic problems in Thai public sector nowadays are to strengthen the competency, which are important mechanism to drive national strategic also increase both value added and value creation of retention and availability for people, has persisted for long time (OCSC, 2015).

Development of human resources is important for the organization; Thai civil service have revised classification system for human resource management positions according to the job description at the present to improve the career path and compensation works based on the value of responsibility as well as respond to the needs of society also people. These competencies used in the HR sector to provide more effectiveness (OCSC, 2010).In determining structures of civil service, Office of the Civil Service Commission (OCSC) has complied the former HR system with new one. There are two previous strategies are to develop and improve the performance of civil servants' career paths by 1) performance assessment together with the chief and subordinate 2) an evident career path and succession planning 3) transparency and fairness evaluation also public communication efficiency (OCSC, 2009). Therefore, competency is extremely important that be defined in the vision, mission, goals

associated with the responsibilities of personnel which are included; 1) Coaching to develop knowledge, skill and attitude 2) On the Job Training: OJT 3) Mentoring 4) Job Enrichment for the future career path 5) Job Enlargement in job value 6) Delegation 7) Job Rotation in multi skills 8) Consulting 9) Job Shadowing accompany with Role Model 10) Site Visit for seeking the Best Practice 11) Counterpart 12) Self-Learning 13) In-House Instructor for brain drain organization 14) Scholarship 15) Training/Seminar (DMSc, 2012).

Referred to the Prime Minister announcement of the 12th National Economic and Social Development Plan, B.E.2560-2564 (2017-2021. A.D.) included the 20-year national strategy which has covered six sub-strategies. The six areas include 1) security, 2) competitiveness enhancement, 3) human resource development, 4) social equality, 5) green growth, and 6) rebalance. The two of main purpose of those six strategies are to improve human capital with potential and supplement the good governance of public sector for efficiency and effectiveness in Thailand 4.0 reformed (GPRD, 2016). Therefore, Office of the Civil Service Commission (OCSC) has made a strategic in the period of 20 years B.E.2560-2579 (2017-2026. A.D.) supporting the vision and national strategies with pushing and developing moral corruption-free of public sector, creating and promoting innovative and effective, ability to respond to public demand and be trusted in worldwide by modified systems and human resource management in terms of laws, regulations, rules and procedures which each part can retain good people with public consciousness. The strategies were defined by the change in human resource management are 1) improvement selection strategy bundle for promote public sector as the first choice of great people (First Choice Civil Service), 2) decentralize strategy and enhance human resource management efficiency (Department focused HR Platform),

3) prestige strategic and building quality of government officers (Civil Service of Integrity & Passion), 4) optimization strategy and human resource management policy development (Smart HR Policy). The national strategies continue to be a master key configured plans and policies direction wares for a bundle of country development, targets or guidelines strategies constructing perfectly preserved country management as well as private and public sector development with three goals - "Security Sustainability and Prosperity" (OCSC, 2015).

The procedures of evaluating the performance for government agencies in Civil Service Act B.E.2551 (2008. A.D.), article 76 requires the chief has responsible for evaluation of the performance of subordinates, to consider salaries and improve the efficiency with two main components of the evaluation and to evaluate the behavior performance. As for article 48 defines the competencies and skills requirement for the position as a guide of human resource management of civil servants. The organization can define core competency as appropriate (OCSC, 2009). The Department of Medical Sciences has prepared the guidebook to determine the details of their knowledge, skills and competencies which has been required for the position of civil servants and the guidelines for individual development plan (IDP). Competency is the behavior consists of knowledge, skill and ability, combined with the other features that make outstanding individual contributions (OCSC, 2009). Personality can create a good performance or criteria in competent person's responsibilities that can be used to assess the ability to work effectively (McClelland, 1975). Developing the potential of personal and organization by applied the Systematic Learning Process, competency is an essential tool to help improve the performance by providing knowledge, skill and attitude to achieve the target of organization. In anticipation of DMSC, In-depth evaluation of

individual needs will be achieving breakthrough career path success which driving organization become more efficiency, effectiveness and sustainability. Office of the Civil Service Commission regulations, must be provided an assessment as part of the core competencies performance evaluation at least fifth components include; 1) the aim of the activity 2) service and inspiration 3) the demand for expertise in the profession 4) the ethics 5) participation (OCSC,2008). Therefore, the government agencies have followed to those factors and announced to government officers to realize the requirements (OCSC, 2008).

For instance, six missions of the Department of Medical Sciences (DMSc) require more efficient performance evaluation. DMSc realized the importance of human resource development by providing strategic planning, human resource management and competency management via Performance Assessment Evaluation with core competency and functional competency which includes Decision Making, Mastery, Service Mind and Coordination involve in the vision, mission and strategy-focusing on enhance excellence organization contains of five components are 1) integration of administrative system, 2) improving personnel stability and professional, 3) optimizing organization asset management, 4) innovation, and 5) high performance organization. From the previous, Key Performance Indicator (KPI) for human resource development has been prepared to evaluated core competency in 5 areas; 1) aimed at the achievement of organization 2) service mind 3) career expertise 4) adhering to moral state of mind 5) ethic. The bureaus of DMSc were required to prepare a performance report evaluating with an overview of the staff opinions, Individual Development Plan (IDP) of civil servants which 80 percent of staff has been developed individually, satisfaction and feedback from internal internal stakeholders related on the development of personnel.

Those documents were sent to Division of Personal, Office of the Secretary to consult with department heads and staff to prepare the appropriate Individual Development Plan. There are management review meetings every month to find core competency of the organization also the poll of respondents and satisfaction about DMSc human resource development by OCSC annually to be used for effective human resource management (DMSc, 2012). The strategic planning and core competency with the changes of organization and human resource for quality management system and good governance is a tool that allows organizations recognize and understand the environment both inside and outside also adapt to the changing literacy effectively.

The involvement of staff at all levels according to the principles of strategic planning and the quality of public administration, with the analysis of the context and the environment both inside and outside DMSc, guides the direction and strategy of DMSc. The strategy helped propel achieve practical results which the personnel in DMSc must recognize and understand DMSc's vision to contribute to achieve the same goal (DMSc, 2015), In order to accomplish the goal, DMSc is starting implement the indicators of performance and communicating to all executives, staff, customers and internal stakeholders to understand the direction and strategies. The progress of preparation will be based on principles of strategic criteria and the Public Sector Management Quality Award (PMQA) which begins by analyzing the context and factors related to both internal and external, SWOT Analysis to analyze and assess the state of organization including a focus on staff, customers and internal stakeholders and government policies. The results of the evaluation are to determine the direction and strategy of DMSc in four years in addition to the ASEAN Community, therefore; increasing capacity to compete nationally and regional or global level to meet the vision

"the Department of Medical Sciences is leading medical scientific and public health organization in Asia" (DMSc, 2015).

The concept of performance assessment evaluation of DMSc focuses on core competency including decision making, mastery, service mind and coordination which aim to develop service mind that is lacked competency in previous. The evaluation depends on the scope of questions to measure the internal and external perspective, the scope of indicators, the benefits of target audience, the changes of policy and strategies successfully. Starting from organizational learning and development, developing staff skills, enhancing knowledge of technology and innovations, enable organizations to work more effectively contributes to effectiveness and quality of service in terms of challenging the executive, consideration of integrated system administration, improving the personnel stability and professional, optimized asset management, innovation and high performance organization to support the engagement and influencing other plans or projects in order to accomplish the needs and expectations of staff and customers, promoting good health and the public health problems of the country as well as supporting the consumer protection of public health by adopt a strategic plan to follow the implementation of the strategic indicators and project based and communicate to personnel in DMSc.

1.1 Present Service Mind Status of DMSc

The Department of Medical Sciences and Ministry of Public Health has been founded in 10 March 1942 under the auspice of Ministry of Public Health. It was responsible for four areas i.e. drug quality control, vaccine production, medical laboratory diagnosis, and food analysis. With reference to The State Administration Act. (No. 5), B.E.2545 (2002. A.D.), Section 3/1, Royal Decree on Criteria and

Procedures for Good Governance, B.E.2546 (2003. A.D.), Thai Public Sector Development Strategic Plan, B.E.2556-2561 (2013-2018. A.D.), International Standard Organization (ISO), and the Public Sector Management Quality Award (PMQA) in B.E.2550 (2007. A.D.)., DMSc assist both ISO and PMQA as a management tool to enhance the management to be able to deliver better products and services to customers by causing a corresponding plan to recognize the value delivery and represent good image in customers and internal stakeholders' perception also has more chance to be promoted as the best practice of successful organization.

Regarding to satisfy quality of service, there are many ways to access and can build awareness; reducing errors in service, reducing complaints from customers, making relationship between public sectors and customers, public hearing, forecasting the future changes, quickly and flexible in respond of customers and internal stakeholders, focusing service excellence, and realizing the development of technology to changes in clients and internal stakeholders on the health benefits. According to DMSc's organization chart, DMSc is organized to 10 divisions, 4 administrative office which are located at the Department headquarters in Nonthaburi province in Ministry of Public Health, Thailand and 15 Regional Medical Sciences Centers which are located in prominent provinces of Thailand, including RMSc 1 Chiangmai, RMSc 1/1 Chiangrai, RMSc 2 Phitsanulok, RMSc 3 Nakhonsawan, RMSc 4 Nonthaburi which is the One Stop Service Center of DMSc that provides every services to customers, RMSc 5 Samut Songkhram, RMSc 6 Chonburi, RMSc 7 Khonkaen, RMSc 8 Udon Thani, RMSc 9 Nakhon Ratchasima, RMSc 10 Ubon Ratchathani, RMSc 11 Surat Thani, RMSc 11/1 Phuket, RMSc 12 Songkhla, and RMSc 12/1 Trang (DMSc, 2015).

Organization Chart
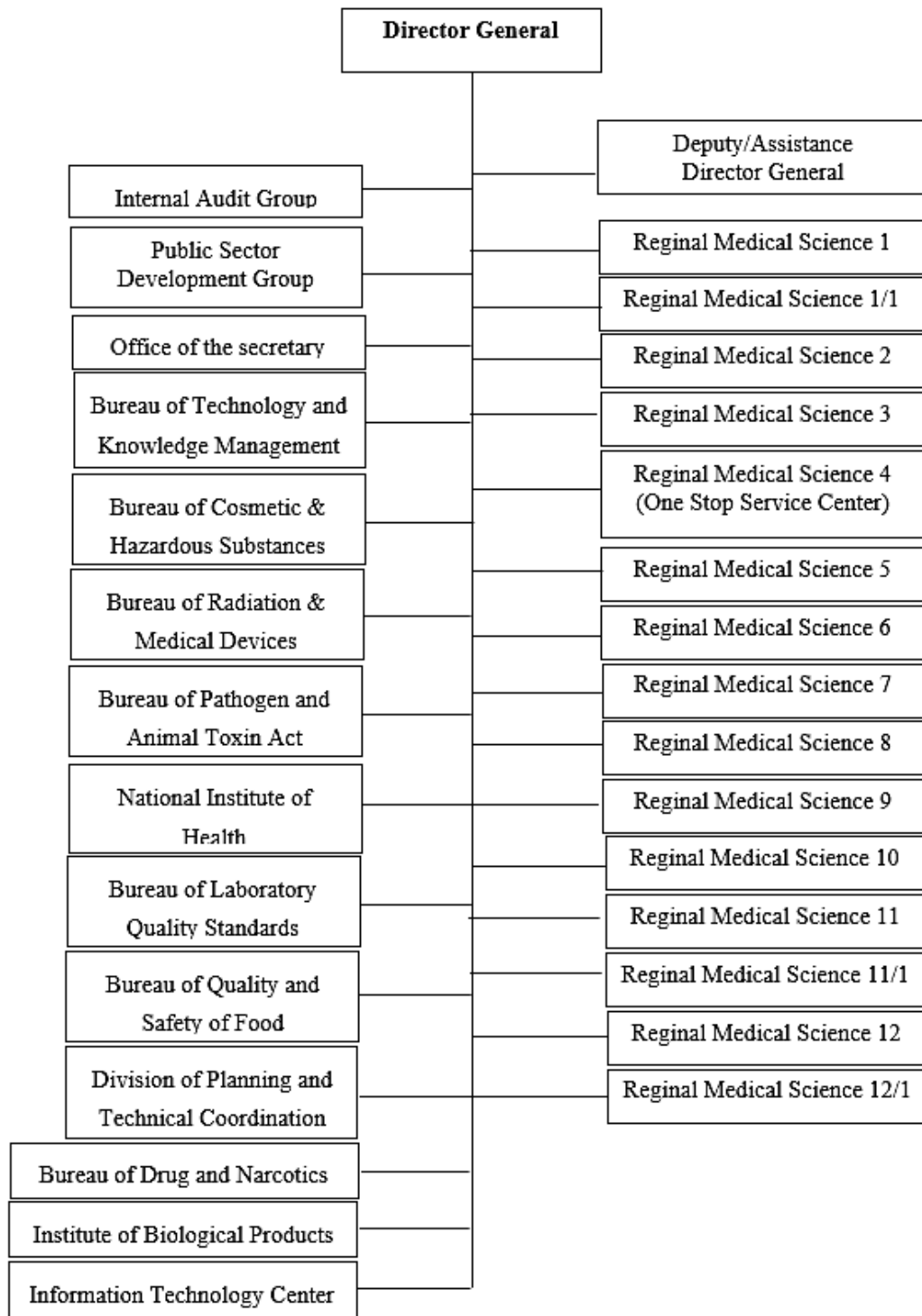
Figure 1:DMSc's Organization Chart

1.2 Present Satisfaction Status of DMSc

DMSc has a commitment to keep satisfaction and resolve dissatisfaction of customers and internal stakeholders. This research will focus on main aspects of satisfaction in DMSc core competency which comprise procedures of the development and well-being of staff in the organization that are flexible in better performance optimized among the different of needed in workplace and family life. With reference to engagement which is customers and internal stakeholders supported or awareness in public sectors, there are many catering customers and internal stakeholders' satisfaction such as providing good services with willing to cooperate on customers and internal stakeholders in the affairs of public sectors, providing feedback included mentioning in any good way continuously, handling and resolving complaints of customers and internal stakeholders, Resolving complaints, monitoring the value in view of customers and internal stakeholders on the basis of quality and results of appropriateness of the costs associated with the services, evaluating customers and internal stakeholders about the convenience of access to services including courteous and attentive service, rankings and giving awards has been recognized by customers and internal stakeholders also the independent organization. It is apparent that he satisfaction of staff are associated with safety, absence, transference, resignation, complaints and diversity of staffing and community of customers and internal stakeholders. Taking advantage of the diversity will increase organization's chances of having the better services and performances as well as satisfaction of customers and internal stakeholders and community loyalty (OPDC, 2015).

1.3 Statement of Problems

This study inspected core competencies which are associated with service mind of the Department of Medical Sciences (DMSc). The study provides vision to better recognize the influence of core competencies on service mind and further appropriate variables that can be used to evaluate competencies and focus on development of customers and internal stakeholders' satisfaction of DMSc.

1.4 Core competency situation

The Department of Medical Sciences has aimed to initial DMSc core competency for staff belongs to government policy, the Office of the Civil Service Commission regulations, DMSc strategies, and the Director General policy since 2014 which was analyzed situation by SWOT for internal and external factors affect to strategic and competency of organization which had developed a plan to meet the criteria for improving the quality of services acknowledge for personal understanding of the strategic planning process. For the strengths, DMSc is representative of issuing certificate of the International Standard Organization (ISO) in Thailand as well as the first public sector of ISO 9001:2015 certified in Thailand can drive the organization to having International Standard Organization for services and strong quality systems and being the laboratory quality agency with standard acceptance. There are human resource management and human resource development steadily along with development planning in personnel within high potential and talent in wide range of knowledge and experience of personnel with specialized knowledge (Multidisciplinary).

Having professional and specific expertise staff that has been recognized internationally also published the academic performance innovative personnel

continuously in domestic and international can be included one of core competency. On other hand, there are weaknesses in unlinked human resource development to the strategy, high rate of turn over, lacked of working continuity and staff morale, lacked of knowledge or experience of international standards assessment that are not sufficient to meet the demand, less of specialists in specific areas and cannot develop to replacement immediately, unplan for the potential staff, poor English language skills of staff, lacked of leadership in change management, gap in knowledge between personnel from generation to generation, lacked of knowledge and responsibility of information technology and users do not understand the technical language and especially lacked of core competency in HR strategic planning. Besides, there is lacked building relationships with customers and internal stakeholders that caused core competency as well.

1.5 Purpose of the study

The purpose of this study is to progress and rectify the core competencies which are associated with service mind of the Department of Medical Sciences (DMSc) in further. The suggestions of this study include impact of customer satisfaction and core competencies on functional competencies, personal behavioral, and quality of services. This research will enhance the knowledge about service-minded building.

2. Research Question

2.1 What is the customer satisfaction and confidence on service-minded of frontline staff at the Department of Medical Sciences, Ministry of Public Health, Thailand?

2.2 What is the human resources satisfaction of frontline staff at the Department of Medical Sciences, Ministry of Public Health, Thailand?

3. Research Objectives

To assess customer satisfaction on service-minded and the human resources satisfaction of frontline staff to identify core competencies of the Department of Medical Sciences, Ministry of Public Health, Thailand.

4. Research Hypothesis

1. There is association between demographic features and customer satisfactions on service-minded which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand.

2. There is association between demographic features and frontline staff satisfaction in human resources which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand.

5. Conceptual Framework


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┌──────────────┐        ┌─────────────────────────────────────┐
│              │        │ CUSTOMER SATISFACTION ON            │
│              │        │ SERVICE-MINDED                      │
│              │        │ - Customer satisfaction with the    │
│              │        │   quality of service                │
│    CORE      │        │ - Customer confidence in quality of │
│  COMPETENCY  │        │   service                           │
│              │        └─────────────────────────────────────┘
│              │        ┌─────────────────────────────────────┐
│              │        │ HUMAN RESOURCES                     │
│              │        │ SATISFACTION                        │
│              │        │ - Frontline staff satisfaction with │
│              │        │   human resource management         │
│              │        │ - Key executives' satisfaction with │
│              │        │   human resource management         │
└──────────────┘        └─────────────────────────────────────┘
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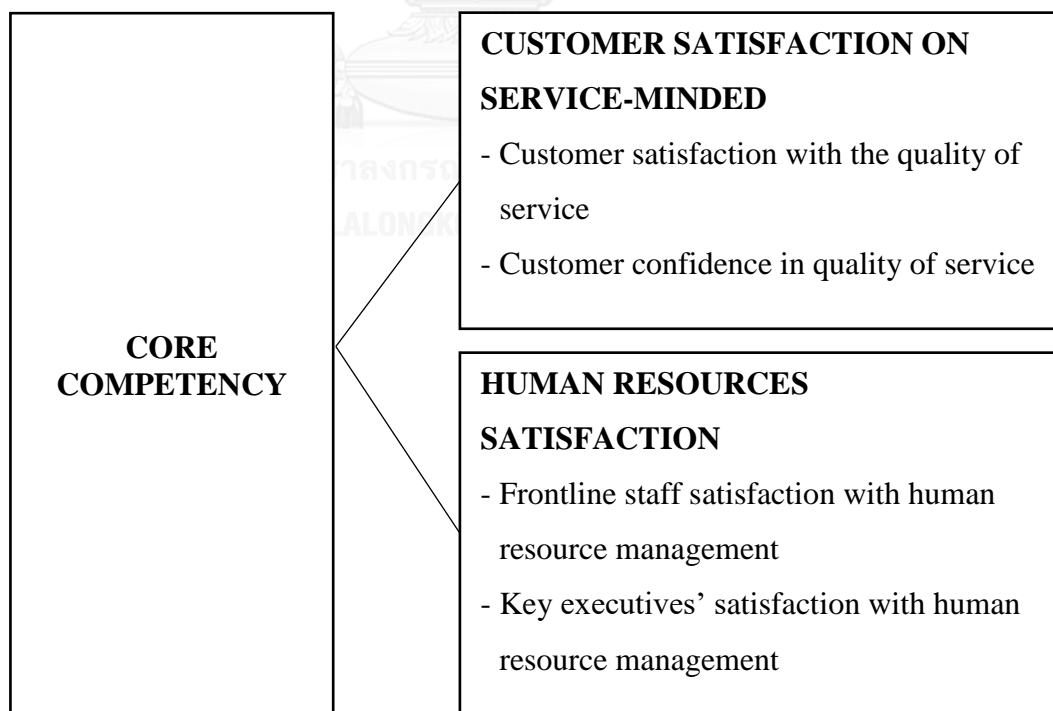
Figure 2: Research Conceptual Framework

6. Research Design

This research design is cross-sectional descriptive research. The population for this research are 3 executives, 30 frontline staff and 174 customers from the Department of Medical Sciences, Ministry of Public Health, Thailand (DMSc, 2015). There is customer satisfaction on service-minded and human resources satisfaction on service-minded at the Department of Medical Sciences, Ministry of Public Health, Thailand. To collect the data at the Department of Medical Sciences, Ministry of Public Health, Thailand for one months in May 2017.

7. Terminology and Operational Definitions

Competency is an individuality hidden in a person who can push people to build better performance or criteria in their work responsibilities. There is diversity to define in terms of scientifically and language as expertise, knowledge, attributes and skills (OCSB,2008). There is often require elements of all knowledge, skills, abilities and other features, for example, a good performance management, skill in explanation, the patience and love to help others (OCSC, 2003). In human resource management of the civil service is a feature-oriented behavior related to the result of knowledge, skills, abilities and other characteristics that make a person an outstanding contribution for the organization (DMSc, 2012).

Core Competency is the core of main subject of human resource development such as knowledge, skills and ability to run business most effectively to meet the needs and expectations of the organization. (Prahalad,C.K.,1994) Behavioral characteristics define as combined indicators of the entire civil service system to preach the values and

desirable behavior together. Core competencies are included achievement motivation, service mind, expertise, integrity and teamwork (DMSc, 2012).

Competency Assessment is a process of evaluating knowledge, skills and behavior of individuals compare to any level that was expected in career success. There is systematic evaluation, the clearly objective to evaluate, measurable process, validity and reliability precision instruments (kajohnsak,2011)**.**

Service-minded refers to the practical requirements to serve the facilitate and good service to customers, keeping customers satisfied and happy to get the full benefits (Pirawatchara.W., 2006).

Satisfaction is a sense of personal happiness or peace of mind in the positive inclination towards the environment or other unpleasant feelings what causes a peace of mind and a sense that people want to achieve (IM2,2015).

Customers defines as users who expect to use the products and services of public sectors which may include members, tax payers, public clients, patients, students, children and the people who receive directly benefit (OPDC, 2015).

Internal Stakeholders refers to staff of the organization who are affected both positive and negative direct and indirect operating. The needs of the internal stakeholders may include behaviors that demonstrate social responsibility and community service of the organization to reducing the cost of management and speed of response in emergencies especially those in an organization who provide service to customers and stakeholders of the organization (OPDC, 2015).

Frontline staff defines as employees of at the Department of Medical Sciences, Ministry of Public Health, Thailand who work with customers at One Stop Service in

Nonthaburi province' and Regional Medical Sciences Center. The frontline staff can be divided into 5 types; Civil Servant, Permanent Staff, Temporary Worker, Government Employee and Ministry of Public Health Employee (DMSc, 2016).

Executive Management refers to the high level of management (the Director and above) who is holding any responsibility, knowledge, skills, experiences and competencies in this type of management position that has chronological period of time 4 or more years at the Department of Medical Sciences, Ministry of Public Health, Thailand. According to the Civil Service Act, B.E. 2551 (2008), civil servants who hold a managerial position for one consecutive term of four years shall have their supervisors authorized to transfer to other duties, unless necessary for the benefits of the government (OCSC, 2008).

CHAPTER II

LITERATURE REVIEW

1. Introduction

This research's main objectives are based on customers and frontline staff in the Department of Medical Sciences, Ministry of Public Health, Thailand demonstrating understanding core competencies regarding knowledge, experiences and practices, covenant of variances, suitable management, coordinated training programs, innovative and technologies approaches, etc. to set the aims on service mind significant improvements (INSPQ,2013). The core competencies affected quality of services which caused satisfaction of the customers. There is important for both private and public sectors which provided services to customer. When the customers are not satisfied, it can cause a negative effect on the persistence of the organization in the future. This research related to many concepts and theories, particularly focused on the importance of the performance development of civil servants. Moreover, human resource development is important to all government agencies although not many agencies have developed the core competencies of their staff. Therefore, this research is important for personal development not merely for the Department of Medical Sciences, Ministry of Public Health, Thailand but for other organizations as well.

2. Theoretical Background

The researcher reviewed and synthesis of literature and related research including peer-reviewed articles which multiple references were identified of which efficiency and effectiveness core competency development strategies in service minded as follows;

2.1   The concept of core competency management

2.2   The concept of human resources management related to core competency

2.3   The concept of satisfaction and confidence in quality of services

2.4   Related research

2.1 The concept of core competency management

Competency is a person individual characteristic includes motivation, skill and attribute (Boyatzis, 1982). which should be a separation between the superior and average that show an outstanding person to contributions or moderate (McClelland.D.C.,1960). It causes operational excellence or superior performance to have the occupational competence that refers to the ability in the creation of activities to practice according to the standards that are expected in this element of competency plus performance criteria and range of statement (Dales & Hes, 1995). The competency development started in 1970 by developed a personality test to measure attitudes, characteristic and indicated person with capable of high-level test by The United States Information Agency (USIA). From the development of competencies in the beginning, the competency system was applied in various aspects of human resource management in both government agencies and private sectors for recruitment. Competencies management, in fact, wads performance management with ultimate goals that extracted the potential and ability of personnel and increased productivity (Institute, 2010). Competency-based theory formed in 1990 as a concept on how to improve the efficiency and performance of the organization can be maintained. The organization can develop a sustainable competitive advantage both in system and structure via dynamic and holistic knowledge framework, focused on the coordination of resources in the ways that help the organization achieve its goals (Sanchez, 2004). The concept

of performance began to be known by McClelland, a professor of psychology from Harvard University who wrote a famous article on "Testing for competency rather than for intelligence", published in 1973 as a result of the initial idea. The performance in this article against the aptitude test with commented that test of knowledge in work or academic performance could not be predicted performance or achievements, at the same time, there are also significant in advantages (Scott, Mannion, Davies, & Marshall, 2003). The performance parameters were not displayed bias test against race, gender, social status as aptitude and other variances. This methodology used to compare differences between groups of people who was successful and less successful by focused on the thoughts and behaviors associated with the results of Success. In practice, he developed the technique called Behavioral Event Interview (BEI), later Thematic Apperception Test (TAT) (McClelland, 1975). The Behavioral Event Interview (BEI) was provided users with information about an incident in which successful and failed for three events. The data acquired by the decoding method called Content Analysis of Verbal Expression and then decoded the data were analyzed by different statistic. The McClelland has been popular attention from government agencies and private sectors in the United States and Europe extensively (Pijayathadaphong, 2005).
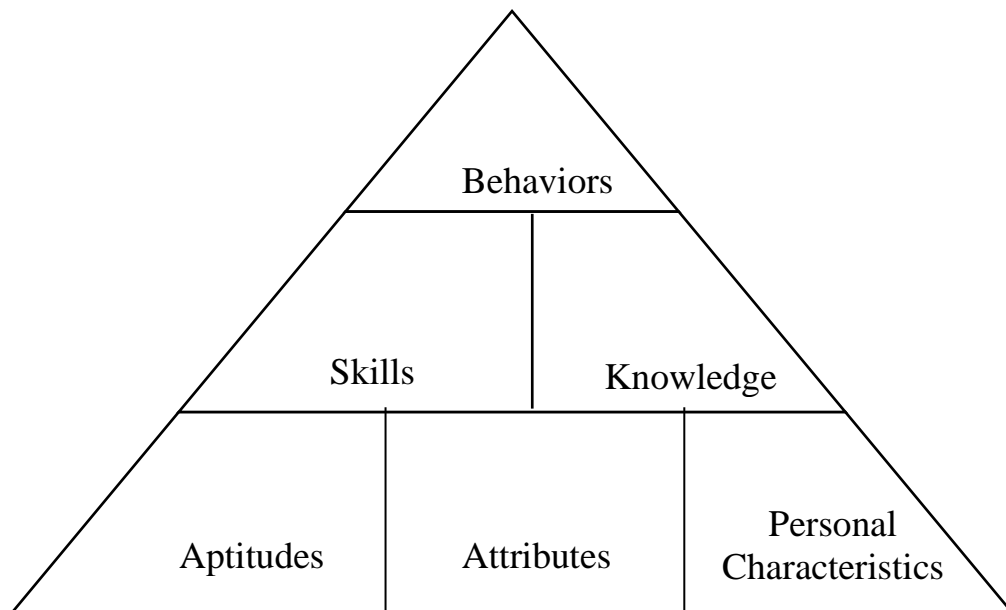
Figure 3: Pyramid of competences – adopted from Lucia and Lepsinger (1999)

In 1982, Boyatzis, a professor of performance research management of the United States has written a book called "The Competence manager: A model for effective Performance" by proposed a definition that competency was described. Management features that related to the effectiveness of the operation under the belief that the behavior of a person caused by an act dutifully and environment, the operational result was higher than the target. Besides, the interests leading performance concept widely used in the United States since 1970 by the American management association (AMA), which was initiated to provide research on the subject. The program was designed to improve the management and performance of applications were successful (Boyatzis, 1982). Later in 1994, Hamel and Prahalad written the book called "Competing for the future" on proposed of core competencies in organization. Stated with how to make the business won the race and what competitors may imitate. Later, the introduction of this concept to applications. According to defining the fundamentals position, person must have a basic knowledge, skills and abilities, or should behave

(Gilgeous & Parveen, 2001). What is at any level that staff will make a great feature affect operation in high-performance and meet the objectives of the organization. The concept of performance be extended to the private sector of the United States and more (Prahalad & Hamel, 2006). The competency framework provided by Robert L. Katz, an American social psychologist. He concerned that there was different level of three skills; Conceptual skill, Technical skill and Human skill. Conceptual skill related to the ability of vision in organization overview and changes that affect the organization, community, political, social, economic and the nation. In high-level as management required to operate effectively in conceptual skills and accountability much more than lower-level. Technical skills was the skill of understanding and ability to perform specific functions with specific skills, knowledge and ability to analyze the resources, tools and techniques to work successfully that were become increasingly important for the administration to be successful. Human skills was the ability to work effectively as members of groups and teamwork which was required in every level (Katz, 1973). Core competency is the incorporation of knowledge, personnel, monetary and non-monetary in an organization. These properties are bases of organization's strategic competitive situation. Organizational core competencies are important measurement for the organization strategic management procedure (Mitchelmore & Rowley, 2010). Therefore, core competencies lead a powerful competitive to organizations in advantage (Arikan & Enginoğlu, 2016). Core Competency is the common feature to preach values and desirable behavior of all the civil servants composed of five factors; achievement motivation, service-minded, expertise, integrity and teamwork (OCSC, 2008). together with functional competencies, the specific tasks which encourage the appropriate of civil behavior for duties, the mission is assigned to each performing

regular group of 3 performances (except for Group Executive has 5 performances). For public sectors, all positions of civil service had 18 different workgroups (OCSC, 2008);

1. General Support Group

2. Technical Support Group

3. Advisory Group

4. Executive Group

5. Policy and Planning Group

6. Study and Research Group

7. Intelligence and Investigation Group

8. Development Design Group

9. International Relations Group

10. Law Enforcement Group

11. Public Communication and Promotion Group

12. Public Education and Development Group

13. Public Health and Welfare or Caring Services Group

14. Cultural and Artistic Vocational Skill Services Group

15. Technical Services Group

16. Registration and Record Group

17. Public Governance Group

18. Conservation Group

Each group performs regularly into 3 groups with 20 subgroups under the main performance to develop core competencies (OCSC, 2008);

1. The analysis (Analytical Thinking)

2. holistic view (Conceptual Thinking)

3. Development of People (Caring & Developing Others)

4. Order by the power function (Holding People Accountable)

5. The request for information (Information Seeking)

6. Understanding the cultural differences (Cultural Sensitivity)

7. Understanding others (Interpersonal Understanding)

8. Understanding the organization and bureaucracy (Organizational Awareness)

9. Implementing proactive (Proactiveness)

10. The validity of Concern for Order (CO)

11. Self-confidence (Self Confidence)

12. Flexible relief (Flexibility)

13. Communication and Influencing

14. Leadership

15. Aesthetic Quality

16. Vision (Visioning)

17. Strategic Government (Strategic Orientation)

18. Change Leadership

19. Self-control (Self Control)

20. To give the power to the others (Empowering Others)

The classification of this event based on the following criteria from inside; customers, stakeholders, employees, and outside; situation of the results with output and outcomes as the primary mission of any government. Thus, people who hold the position in the same workgroup should be performed behavioral features in regular job to get the excellent performance for efficiency and effectiveness work experiences

(OCSC, 2 0 0 8). Core competencies can be gathered in 2 categories are 1) insight/foresight competencies 2) frontline performance competencies. Insight and foresight competencies help organizations discovering or learning from originality that produces potentials to lead the organizations move faster than its competitors. Frontline performance competencies are critical for the quality of products or services which depends on the performance and quality of frontline staff. Consequently, positive compensations are possible for organizations which is affected from employee participation (Coyne, Hall, & Clifford, 1997). The Competency Model for organization was divided into 4 different groups; 1) Core Competency (CC) refers to skills and attributes of people in need which is the basis that will lead to the organization's vision to defines core competencies which are includes; Core Competencies, Achievement Motivation, Service Mind, Teamwork, Integrity and Expertise. 2) Functional Competency (FC) represents the knowledge, skills and personal attributes required in order to achieve the performance targets consisted of the performance of duties which are includes; Capacity Role, Analytical Thinking, Conceptual Thinking, Information Seeking, Cultural Sensitivity, Interpersonal Understanding, Proactiveness, Concern for Order, Self Confidence, Flexibility, Communication & Influencing, Aesthetic Quality, Coordination, Planning, Follow up, Negotiation, Problem Solving, Consultation, Research Management, Project Management, Budget Management, IT Literacy and Writing Literacy. 3) Management Competency (MC) represents the knowledge, skills and attributes of people needed for management-level employees who have managed to achieve the goals set and the power management feature which are includes; Capacity Management, Visioning, Change Management, Empowerment, Performance Management and Caring & Developing. 4) Job Competency (JC) refers to the specific

knowledge areas which required to perform goal set consists of the knowledge-based which are includes; Capacity on Line, Human Resources Knowledge, Information Technology Management, Accounting Knowledge and Store and Purchasing Knowledge (Kajohnsak. S., 2011). Competency Model of governance in Thailand consists of 2 parts; Core Competencies for the civil service to everyone and Annual Performance Group for each group (OCSC, 2008).

For this reason, Competency Assessment to evaluate the behavior performance is important and occurs to measure personnel performance via explains the observed behavior, imitators, affect the progress of the organization, the behavior that can use in several scenarios, the behavior that needs to happen more frequently. The assessment is divided into three main groups (Peters, Waterman, & Jones, 1982). First group is Tests of Performance which is designed to measure a person's ability (can do) under the conditions of the test. This test includes quizzes, general mental ability test that measures specific abilities such as spatial ability or understanding the mechanics, and skills test or physical ability. Second group is Behavior Observations which differs from the first in that it is measured by observing behavior and the behavior of the society that will be classified in this group. Third group is Self-Reports which shows their own feeling, attitudes, beliefs, interests and personality by quizzes, questionnaires, and surveys. The various questions of this type may be associated with a real sense of the person. Some tests such an interview may combine with Behavior Observations because of the questions asked in the interview may be associated with the feelings (N. Petts, 1997). The thoughts and attitudes of the interviewee and the interviewer was observed in the behavior of those who were interviewed by the same time. Moreover, Alternative Assessment Competency has many choices not only the observation, but

decision of director to analyze the cost of hiring and designed to increase the importance also useful (OCSC, 2008).
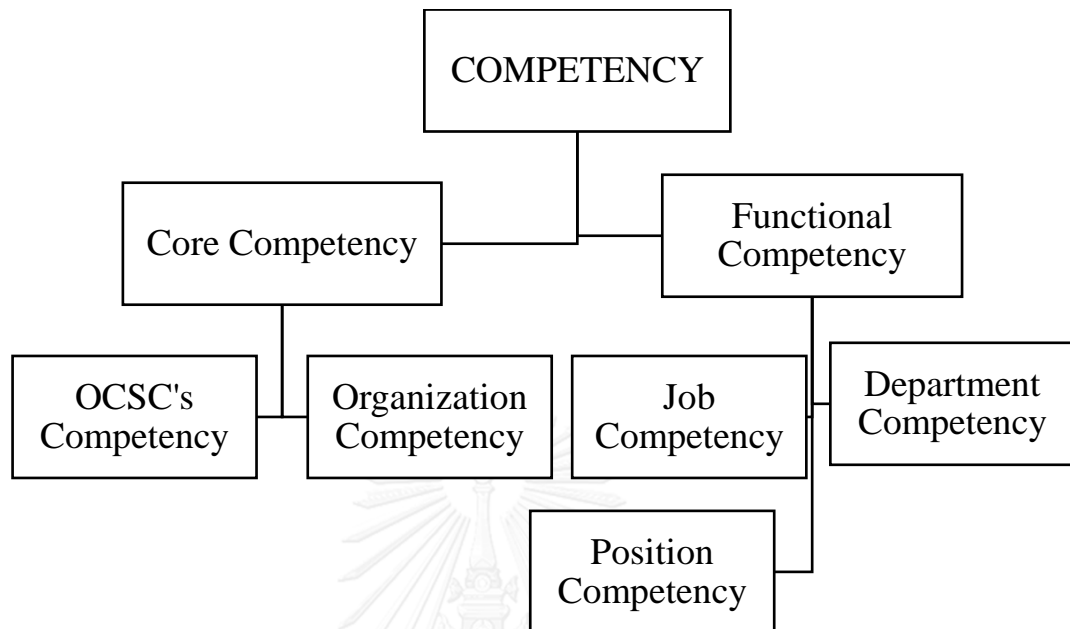
Figure 4: *Structure of competency – OCSC,2008*

Resources can be bases of competition in sustainable in advantage including four categories that are rare, valuable, incomplete imitable and non-exchangeable. On other hand, the resources that exclude these four categories cannot be sorted as complements of core competencies. In addition, resource-based recommends the characteristics of practical elements to create core competencies for an organization (Barney, 1991). According to core competency, there are some different concepts from competency (Prahalad & Hamel, 2006). Core competency has a significant input to customer welfares, should be unique and incomparable with competitors, and admit to different market (Jungquist. L., 2007).

2.2 The concept of human resources management related to core competency

There is a connection between knowledge and core competency (Abel, 2008). Regarding to core competency is the competent combination of resources, knowledge, techniques, technology, management skills and human resources in organization. Core competency can be identified as the ability to manage inimitable competence to develop innovative products and services with the unique process (Yang, 2007). According to core competency becomes more critical for competitive environment. The characteristics of core competencies can be clarified in 7 types are durability, inimitability, appropriability, complexity, invisibility, superiority and non-substitutability (J. Petts, Cairney, & Smith, 1997). The current era of rapid social change both nationally and globally but not as important as much they are able to manage workforce management and the quality of people (Samkoset. W., 1999). The concept of performance is based on the aim to strengthen human resources. It is believed that when a person has ability to develop. People will have the ability to push for the achievement of the targets; therefore, to maximize human resource development is important to aim of the organization and must be considered the ability of person in the organization that will drive the organization to achieve the objective, the competition and the goals set (Quelin, 2000). Starting from the concept of performance, the relationship between attributes of individual skills, knowledge and abilities could be measured by IQ and personality tests but it was not appropriate to predict the expertise and the performance of individual did not reflect their ability (Scott et al., 2003). Later, the psychologists have studied and pioneered to use of the development of competency as an alternative intelligence measure. The development of the

personality quiz to determine from individuals working effectively with the attitudes and habits and use of this solutions for recruitment agency of the US Government, including the selection process focused of blacks and other minorities (Barnard, 1968). The results of the aptitude test correlate with performance not much and has a collection of outstanding contributions. The factor was the understanding of difference culture associated with the performance and the concept of performance was explained by the Iceberg Model (Sengupta, Venkatesh, & K. Sinha, 2013).

The difference between the individual compared to an iceberg. Is there is any float above the water, that is knowledge and skills of person. On other hand, the most difficult to see is the factors under surface, including the incentives inherent and the role of social expression. The underwater factors affect the behavior of applications which are difficult to develop (McClelland, 1975). Additionally, human resources occur and vary in quality of service and readiness of organization. Not many elements of human resources can successfully be delivered to competences that distribute higher value, the organization gathers experience from many specific areas in appropriate time (Long & Vickers-Koch, 1995). These competences of existence more skilled, knowledge experienced in convinced areas can be changed into respected capabilities through cautious investment (Javidan, 1998). This cautious speculation receipts a lot of human authority and determination as well as power that can change to one or more core competencies. Therefore, core competency can figure and deliberate asset such as human resources, gathering of experience and able to deliver the well-coordinated system of the organization that purposes to distribute the quality of products and services to customers (Javidan. E.G., 1998).

2.3 The concept of satisfaction and confidence in quality of services

According to core competencies which have convinced implementations in this literature review, those competencies are also included service-minded for customer service, proactivity and entrepreneurship, problem solving, empowerment, flexibility, decision making, commitment to organizational values, talent and performance management (D. N. Ashton & Green, 1996). There are four categories of organizational competencies. First category is Entrepreneurial Competence including innovativeness, creative idea, expressing strategies and risk taking. Second category is Business and Management Competence comprise of planning, targeting, marketing and management skills. Third category is Human Relations contains leadership, motivation, hiring skills and organization structure skills. Forth category is Relationship and Conceptual Competence included analytical, decision making, organizing, and communication (Mitchelmore & Rowley, 2010). Thus, can be preferred that satisfaction is one elements of core competencies. Satisfaction is the sense of two men positive and negative feelings that occur happiness. Happiness is a positive feeling with pleasure can cause a positive rise again and can affect people in a positive way (Shelly, 1975). The concept of satisfaction is involved in human needs, basic needs in common, in any place (Long & Vickers-Koch, 1995). The incentives as a tool to encourage personal satisfaction, there are four main incentives; material inducement-money, goods or condition, the desirable physical condition- physical pleasures, the ideal benefaction-different things to meet the needs of individuals and the association attractiveness-friendly relations with the participants (Sengupta et al., 2013). The factors or elements that are used as an indication of problems with customer satisfaction in the work divided by three factors; the personal factors-person involved, work

experience, age, gender, number of responsible for the work-study, salary, etc., the factor in the Job-nature of the skills to work, size of the professional agencies, the distance from home to workplace, geography, etc., and the factors controllable by management-job security, revenue benefits, opportunities, position of work, colleagues, liability communicate with supervisors, faith in management supervision (Canada & Romanow, 2002). Regarding to human behavior, is going to have an incentive or hard drive of the demand pressure, it was enough to motivate individual behavior to meet their own needs. There are two theories has been the most popular which are from Abraham Maslow and Sigmund Freud. First theory is Maslow's theory motivation; doing those things to gain the respect of others including; physiological needs as basic needs; food, shelter, medicines, air, safety needs to be superior for survival, social needs to be accepted by peers, esteem needs to be regarded as personal esteem and social status, and self-Actualization needs is the need of the individual. People try to satisfy the most critical needs first. When demand has been satisfied, people starve will ignore the latest thing (Peak demand) or do not want praise from others or safety (McLaughlin & Jordan, 1999). On the needs of each stage have been satisfied, there is a need in the following order. Second theory is Motivation theories of Freud; individuals are often unaware of the forces that contribute to the psychological behavior (Schein, 2010). People will do anything to feel happy and to avoid action in which suffering or hardship. Psychological hedonism is satisfied that the view of human nature is sought and personal pleasure or to avoid any suffering. Egoistic hedonism is satisfied that the views of man seek to personal happiness with pursuit of happiness in nature (Mannion & Goddard, 2001). Ethical hedonism refers human happiness or the benefit of mankind of which he is a member and one of the beneficiaries in society (Kotler, Armstrong,

Saunders, & Wong, 2002). There is other element of core competencies refers to a service can separate called service minded which can be separated (MoPH, 2014);

S = Smile from inside out to satisfy and delight customers

E = Enthusiasm is eager to serve

R = Readiness is corps personnel and equipment to providing the material

V = Value is the value portion of the carbon in the service area

I = Interested attention is the State of interested in the service area

C = Cleanliness is good service, cleanliness, facilities, equipment or materials

E = Endurance is patience in services referring to several individuals

M = Make believe

I = Insist the verification and acceptance

N = Necessitate refers to prioritize customers

D = Devote means dedication

The term of service refers to the heart to help facilitate expenditure of work and eager to serve others, providing great hospitality to others to be successful in needs, a heart above services, allow others to benefit themselves and their work that serve the customers satisfaction (Rimer & Glanz, 2005). Every customer has any requirement, whether public or private, is the need for fast. The competition today is speed of operation, speed of service which will be desirable for all parties. Making it possible to increase the quantity and quality of work also save time and money instead of using the money to hire people to work with kindness (Eden & Ackermann, 2000). Services provided by the faithful will makes all the work done faster. Adding value and revenue for all parties, good knowledge providers and visitor service when the results come up soon with kindness and good service to build a good relationship with each other

between service providers and service recipients then customers will be impressed and are willing to come back and get royalty (Davies, Nutley, & Mannion, 2000).

Ministry of Public Health has been mentioned service mind in four meaning. The first meaning was any job success when the service works fast with willingness to accomplish tasks more quickly and enthusiasm. Second meaning was requested for less time of service with impressed customers. Third meaning was encouraged to provide better service with nice voice or speak via a great atmosphere. And the last meaning was created jobs according to encouraged more work in functional and quality. Therefore, the effect of work with service excellent can happen when the service staff satisfied their work because of the willingness of providers and work quality. Thus, the value of work will be increased. Development is an important dimension to receive more customers. Many satisfied customers are simple to buy quality services more than once when then get satisfaction and receive good service. Then the success and advancement of the organization depends on productivity or performance. The organization will succeed when the service success, thus, service staff can help organization success (MoPH, 2014).

2.4 Related Research

The concept of core competency development on service mind has been inspected in many organizations not only private but public also. The research below refers to competency and service mind in various situations.

Seoudi.I.,2009 reviewed and re-appraisal the theoretical frameworks of resource, capabilities and competences (RCC) compared with the dynamic capabilities (DC) and competence programs of management strategy to fruitful guidelines for future research. There is mixed method between qualitative research with sample case of 25

senior managers whom has been focused in skills and capabilities and quantitative design in large sample of behavior of populations in firm.

Rinchen.S.,2002 studied the cross-sectional descriptive research among the 30-Baht scheme 213 patients described attitude and satisfaction with services of the hospital. The study used trained interviewers and pre-tested questionnaires to gathered features, utilization, attitude and satisfaction. There are customers reflected the efficiency also quality of care at Chulalongkorn Hospital, Bangkok.

Thapa,S.S.,2007 The cross-sectional descriptive research patient's satisfaction with hospital care while stayed long length in Bhumibol Adulyadej Hospital, Bangkok. The sample cases are 228 patients and 23 nurses provided questionnaires included demographic, satisfaction and communication skills. The purpose of this research is to improve a better satisfaction of patients in the future.

Rattanachotparnich,N.,1999 This research studied in human resource development at Chonburi Public Health Office, Chonburi province with analyst the health behavior to developed the strategy and addressed heath centers' problems. Provided SWOT and PEST analyst among 3 groups; management characteristics, health center personal characteristics and customer characteristics which develop skills and competencies as required for better health care services.

Panichsuko,R.,2001 Analyzed strategic with SWOT and in-depth analyst with 5 key persons to improve the capacity expectation of Chonburi Public Health Office, Chonburi province. The purpose are improved skills and knowledge of staff in planning and teaching skill as well as the developing the organization.

Chase,L.K.,2010 This research studied on the nurse competency role used Katz conceptual framework in technical, competencies and human behavior between

hospital and individual variables studied. The purpose are found related factors with efficacy, efficiency and effectiveness in patient care delivery.

CHAPTER III

RESEARCH METHODOLOGY

This research aims to develop and improve the potential core competency and develop quality of service in service mind of the Department of Medical Sciences, Ministry of Public Health, Thailand. There were qualitative and quantitative studies which had the process of conducting research as follows.

1. Research Design

This research was a cross-sectional descriptive study to pursue correlation between customer satisfaction and the core competencies with functional competency, personal behavior and quality of services in order to assessment the service mind of the Department of Medical Sciences, Ministry of Public Health, Thailand. The data were gathered through the questionnaires and in-depth interview.

2. Study Site

This research collected data at the Department of Medical Sciences (DMSc), Ministry of Public Health, Thailand. The DMSc was governed by an interest in continuing to develop core competencies by management to assess the ability of personnel with Office of the Civil Service Commission (OCSC) in several years. Regarding the vision "the Department of Medical Sciences is leading medical scientific and public health organization in Asia" and the most staff of Ministry of Public Health in High Performance and Potential System (HiPPS) program of OCSC are working at DMSc (DMSc, 2015), therefore, DMSc needs high performance and potential personnel to drive operational achievement.

3. Study Population

The research study population focused on Customers, frontline staff and executive management. The 4,102 customers and 30 frontline staff from the center and 15 Regional Medical Sciences Centers of the Department of Medical Sciences, Ministry of Public Health in Thailand were included. Afterwards, considering to jury of executive opinion from 3 executives of the Department of Medical Sciences for Core Competency Development on Service-minded.

3.1 Inclusion criteria

Customers, frontline staff, key executives who involved in the significant service operations of the Department of Medical Sciences, Ministry of Public Health, Thailand willing to participate in this study in inclusion criteria. According to DMSc annual report 2016, there are sample size of 30 frontline staff from 2,291 staff who works in providing service department and the representative of 15 directors from 39 executives who working in providing service department, graduated in Master Degree, experience on duty as a civil servant is 10 or more years with chronological period of time 4 or more years at the Department of Medical Sciences, Ministry of Public Health, Thailand who is available for interview in this study period of time will be selected by simple random sampling technique using sampling without replacement which were 3 persons.

3.2 Exclusion criteria

External stakeholders, non-frontline staff, outsourcing staff i.e. security guard, cleaner who was not related to the service operations of the Department of Medical Sciences, Ministry of Public Health, Thailand.

4. Sampling Technique and Sample size

This research determined to gathering data by Simple Random Sampling technique from 30 frontline staff, 3 executives of the Department of Medical Sciences and representative from total 4,102 companies focusing on opinion towards Core Competency in Service Mind. Sample size was calculated by Lemeshow et al. (1990) statistical formula regarding to originate the expression suitable for this formulation of the problem, this research adopted the method used by Lemeshow et al. (1990) to figured based on the specific aims of research (Lemeshow, Hosmer, Klar, Lwanga, & Organization, 1990).

$$n = \frac{z^2 P(1-P)}{d^2}$$

n = desired sample size

z = the number of standard normal deviation (95% CI)

P = proportions of customers and internal stakeholders' satisfaction (87%)

d = difference the deviation of the sample (p-value 0.05)

$$n = \frac{1.96^2 \times 0.87 \times 0.13}{0.05^2} = 174 \text{ samples}$$

Therefore, the sample size for customers are 174 respondents could be handled without practical problem. The questionnaire was provided to customers with convenience sampling at the center and Regional Medical Sciences Center of the Department of Medical Sciences, Ministry of Public Health, Thailand.

5. Measurement Method

The survey of the post-intervention evaluation in service was gathered and assessed by Mean and Standard Deviation (OPDC, 2015). There are 2 groups of samples; 1) The customer who receives the service from the Department of Medical Sciences, Ministry of Public Health, Thailand which was divided into 2 groups;

Level of Satisfaction:

Strongly Agree	5	points
Agree	4	points
Not sure	3	points
Disagree	2	points
Strongly disagree	1	point

Level of Confidence:

Strongly Confidence	5	points
Confidence	4	points
Neutral	3	points
Not Confidence	2	points
Strongly Not Confidence	1	point
Unknown/No Comment	0	point

2) The frontline staff who provides service to customers at the Department of Medical Sciences, Ministry of Public Health, Thailand. The scores for each question are:

Strongly Agree	5	points
Agree	4	points
Not sure	3	points
Disagree	2	points

Strongly disagree 1 point

6. Validity and Reliability

The test for validity and reliability of questionnaires would be detailed by the academicians, experts together with thesis advisor for concordance, objective reviewed and completely improved the data and information. Questionnaires were reviewed for consistency and productivity fulfilled with comprehensiveness and uncomplicated.

7. Data Collection

This research data collection used primary data. Questionnaire was an instrument applied for gathering information from samples. There were follow up/probe questions, closed-end and open-ended questions, in order to scientifically influence respondents by used conciseness and pertinence. The collecting data took 2 months from May to June 2017 at the Department of Medical Sciences, Ministry of Public Health, Thailand.

8. Data Collection Methods

The authority of the college of Public Health, Chulalongkorn University approved my proposal for further adherence. Consequently, the data collection were collected from Department of Medical Sciences, Ministry of Public Health, Thailand after had asked for permission and the pass permission had been given to perform the survey. There were 2 measurement instruments of this research consisting of the In-Depth Interview with 3 key executives and the questionnaires of both frontline staff and customer representatives at the Department of Medical Sciences, Ministry of Public Health, Thailand.

8.1 Questionnaires

This research was performed the survey at the Department of Medical Sciences, Ministry of Public Health, Thailand with the structured questionnaire. All together of DMSc 30 frontline staff and 174 customers' representative would be asked questions in general demography, personal behavioral included knowledge, skills and attitudes, satisfaction and quality of services, especially frontline staff would be asked for functional components in duty. The purpose of questionnaires was getting information to set the core competencies in service-minded of the Department of Medical Sciences, Ministry of Public Health, Thailand.

There were two questionnaires for customers and frontline staff which was backward and forward translation questionnaires to transfer Thai to English and from English to Thai. The questionnaire for frontline staff related to their competencies was separated into 3 parts;

Part 1   Demographic Characteristic questionnaire

Part 2   Presenting satisfaction in human resource management questionnaire

Part 3   Presenting comment in competency development questionnaire

The questionnaire for customers related to quality of services was separated into 4 parts;

Part 1   Demographic Characteristic questionnaire

Part 2   Presenting satisfaction in quality of services questionnaire

Part 3   Presenting reliability in quality of services questionnaire

Part 4   Feedback/Comments service quality development

8.2 Interview

There is In-Depth interview. Three of key executives of the Department of Medical Sciences, Ministry of Public Health, Thailand were selected at their work place. The issues and questions via semi-structured questionnaires belonged to objective of this research to extracted key information for the core competencies in service-minded one by one question.

9. Duration of data collection

This research was completed at the middle of June 2017 for a period of one month which contains all parts in both qualitative and quantitative studies.

10. Statistical Analysis

10.1 The study used SPSS software to collect, analysis and display statistical data from questionnaires.

10.2 This research used descriptive statistics for demographic features. Analyzed data by descriptive data, and displayed in graphs or tables. frequency, mean, percentage and standard deviation were applied for description and interpretation.

10.3 Scoring system was used to evaluate the satisfaction variances.

10.4 The inferential statistics was used to collect the data from samples.

10.5 Provided testing the correlation of both independent variables and dependent variables by Chi-Square method of statistics with p-value 0.05 or 95%CI.

11. Confidentiality Protection

The methods for protecting the confidentiality of personal information and opinions in this study protected and maintained confidentiality. The information was privacy used for the aim of study and only accessed by investigator, no distorted or

tackled in every part. The author took complete responsibility for the integrity of information from misappropriate and pirate.

12. Ethical Consideration

The proposal was approved by the Ethics Committee of Collage of public Health Sciences and Chulalongkorn University. This research acknowledged the Department of Medical Sciences' customers and internal stakeholders for the purpose of study before performed questions. The objectives wrote in the form of permission before studied.

13. Limitations of Study

3.1 Selected the proper period to collect the data which was looked for short period in one-time survey, there had some problem about the appropriated time.

3.2 Some objectives were executive management that had no time and customer who was not reveal the information based on fact.

3.3 There could be bias with perception or responses.

14. Expected benefits and Applications

The study benefits and applications could be selected the factors that affect to development of the potential core competency development on service mind of the Department of Medical Sciences, Ministry of Public Health, Thailand.

15. Obstacles and strategies to solve the problems

The executive management and frontline staff were not see the importance of the research and no cooperative in an organization affect hardly make bidding agreement as same as the customers afraid to show fact of service provided by the Department of Medical Sciences, Ministry of Public Health, Thailand. Therefore, established the

strategies to improve core competency development on services-minded, the executive

management, frontline staff and customers would achieve the target of this research.

16. Time Schedule

Activities	Duration (October 2016 – September 2017)				Persons in Charge
	Q1	**Q2**	**Q3**	**Q4**	
1. Proposal writing	Oct-Dec 2016				Researcher
2. Literature review	Oct-Dec 2016				Researcher
3. Protocol preparation	Nov-Dec 2016				Researcher
4. Proposal examination		Jan 2017			Researcher / Proposal Committee
5.Proposal revision		Feb 2017			Researcher / Advisor
6.Ethical consideration		Mar-May 2017			Researcher / Ethical Review Committee
7.Data collection			May-Jun 2017		Researcher / Respondents
8. Data management and analysis			May-Jun 2017		Researcher
9. Submit the final thesis			Jun 2017		Researcher
10. Thesis examination				Jul 2017	Researcher / Thesis Committee
11. Thesis revision				Jul 2017	Researcher / Advisor
12. Publication				Jul 2017	Researcher

CHAPTER IV

RESEARCH RESULTS

1. Introduction

This research was a cross-sectional descriptive study, surveyed of the post-intervention evaluation in service was gathered with 2 groups of sample; the customers who received the services from the Department of Medical Sciences, and the frontline staff who provided service to customers at the Department of Medical Sciences, Ministry of Public Health, Thailand. The research will enhance the knowledge about service-minded building among three groups of respondents; 174 customers from 4,102 customers who received the services from the Department of Medical Sciences, 30 frontline staff from 2,291 staff who works in providing service department at the center and 15 Regional Medical Sciences Centers of the Department of Medical Sciences, and 3 key executives from 39 executives who working in providing service department, graduated in Master Degree, experience on duty as a civil servant is 10 or more years with chronological period of time 4 or more years at the Department of Medical Sciences, Ministry of Public Health in Thailand. In addition, the data was collected at the Department of Medical Sciences, Ministry of Public Health in Thailand from May to June 2017.

2. Demographic Features

There are 2 questionnaires present; the customer satisfaction and confidence in quality of services to improve service quality and develop the organization's operations belongs to customer satisfaction and frontline staff survey on human resources

satisfaction to survey personnel satisfaction with HR for the sake of performance improvement and human resource development.

2.1 Customer Satisfaction and Confidence in Quality of Services

More than 63% of the subject was male which seemed to be similarity in the distribution of sex among different group of age. According to age stratification, age ranged from 20 minimum to 59 maximum years and the mean age was in between 30-49 years old. A large number of age group was 43.10% were found in the range of 30-39 years old and 50-59 years old age group were relatively smallest number.

Table 1: Age-Gender distribution

Age Group	Gender		Frequency	Percentage
	Male	Female		
20 - 29	50	0	50	28.74
30 - 39	60	15	75	43.10
40 - 49	0	25	25	14.37
50 - 59	0	24	24	13.79
Total	**110**	**64**	**174**	**100**

Education

The result showed that 118 of them were graduated which was more than half (67.82%) of customers. There were 17.24% undergraduate and 14.94% postgraduate consecutively. This evidence supported that most of customers were from the graduate education.

Table 2: Educational Level

Educational level	Frequency	Percentage
Undergraduate	30	17.24
Graduate	118	67.82
Postgraduate	26	14.94
Total	**174**	**100**

Occupation and Position

Most of customers have been working for private sectors (88.50%), while 5.75% have been working for government agencies and educational institution equally. More than half of respondent were employee/officer (85.64%). Only 5.75% and 2.87% comprised of senior manager, middle management, lecturer/researcher/academic and student respectively. This result showed that most of the customers were employee/officer of Private Sector.

Table 3: Occupation

Occupation	Frequency	Percent
Government Agency	10	5.75
Private Sector	154	88.50
Educational Institution	10	5.75
Total	**174**	**100**

Table 4: Position

Position	Frequency	Percent
Employee/Officer	149	85.64
Senior Manager (above Director)	10	5.75
Middle Management (Head of Group)	5	2.87
Lecturer/Researcher/Academic	5	2.87
Student	5	2.87
Total	**174**	**100**

Table 5: Occupation and Position

Occupation	Employee/ Officer	Senior Manager (above Director)	Middle Management (Head of Group)	Lecturer/ Researcher/Academic	Student	**Total**
Private Sector	144	0	5	5	0	**154**
Government Agency	0	10	0	0	0	**10**
Educational Institution	5	0	0	0	5	**10**
Total	**149**	**10**	**5**	**5**	**5**	**174**
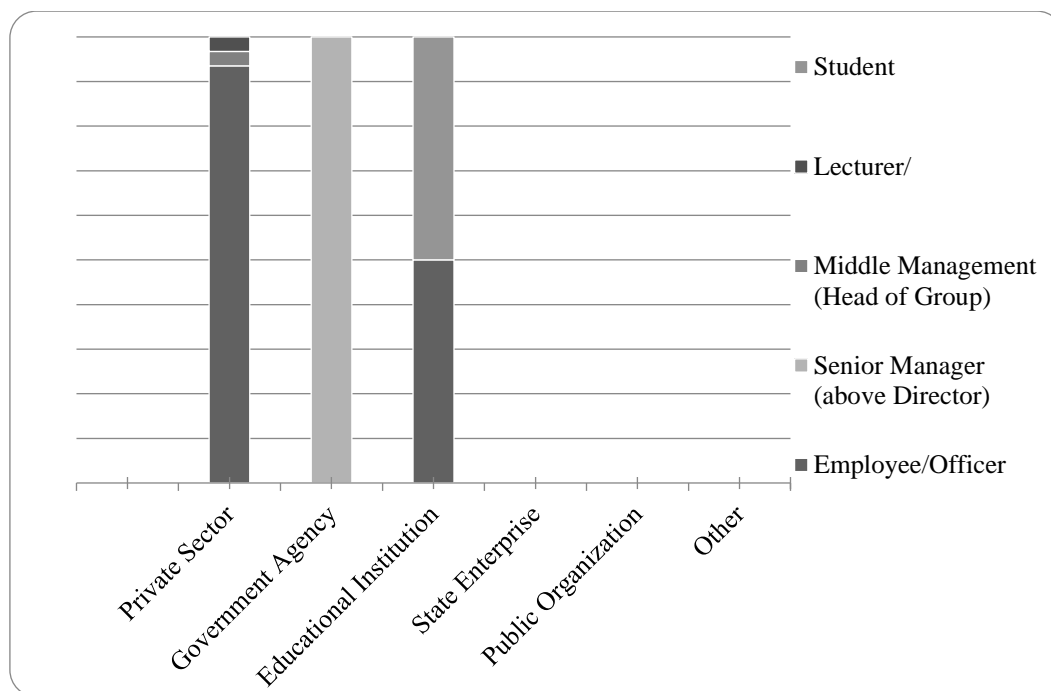
Figure 5: Occupation and Position

Request of Service by Service History and Reason of Request

The Department of Medical Sciences, Ministry of Public Health, Thailand was the most frequented sites by the customers for receiving services 2-10 times per year (70.69%) consisted of 17.82% in Food, water, Ice, Drink analyzed, 11.50% in Cosmetic, Medicine/Drug and Herb analyzed, 5.75% in Narcotic/Drug in Urine and Poison analyzed, 4.60% in Radiation and Medical Device analyzed and 2.30% for other. Around 23.56% received the services more than 10 times per year and only 10 of customers (5.75%) received the service for first time. Accordingly, 78 customers requested the services because reliable result, while 60 of them responded to law enforcement, 20 customers realized the services had been provided only at this organization, and 4 of them had other reason such as convenient and easy access to commute by public transportation, etc.

Table 6: Request of Service by Service History and Reason of Request

| Request of Service | Service History | | | | | |
| | 1st time | | 2-10 times/year | | >10 times/year | |
	Freq.	%	Freq.	%	Freq.	%
Narcotic/ Drug in Urine	0	0	10	5.75	0	0
Poison	0	0	10	5.75	0	0
Cosmetic	0	0	20	11.50	0	0
Medicine/ Drug	0	0	20	11.50	0	0
Herb	0	0	20	11.50	0	0
Disease Diagnosis	0	0	0	0	20	11.50
Hazardous Substance	0	0	0	0	20	11.50
Radiation and Medical Device	0	0	8	4.60	1	0.55
Food, water, Ice, Drink	10	5.75	31	17.80	0	0
Other	0	0	4	2.30	0	0
Total	**10**	**5.75**	**123**	**70.70**	**41**	**23.55**

Table 7: Request of Service by Reason of Request

| Request of Service | Reason of Request | | | | | | | |
| | Reliable result | | Law enforcement | | Provided by this department | | Other | |
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Narcotic/ Drug in Urine	8	4.60	0	0	0	0	0	0
Poison	10	5.75	0	0	0	0	0	0
Cosmetic	10	5.75	10	5.75	0	0	4	2.30

Medicine/ Drug	0	0	20	11.50	0	0	0	0
Herb	0	0	20	11.50	0	0	4	2.30
Disease Diagnosis	0	0	0	0	20	11.50	0	
Hazardous Substance	20	11.50	0	0	0	0	0	0
Radiation and Medical Device	9	5.15	0	0	0	0	4	2.30
Food, water, Ice, Drink	21	12.10	10	5.70	0	0	0	0
Other	0	0	0	0	0	0	4	2.30
Total	**78**	**44.85**	**60**	**34.45**	**20**	**11.50**	**16**	**9.00**

Attitude

Regarding to accommodate measuring satisfaction and confidence of customers in service provided from the Department of Medical Sciences, Ministry of Public Health, Thailand, it was necessary to realize the attitude of customers. All respondents were the customers who received service at the Department of Medical Sciences, Ministry of Public Health, Thailand. The Customer Satisfaction and Confidence in Quality of Services questionnaire was divided into three attitude sub-questionnaires, the first part was satisfaction with the quality of service, the second part was confidence in the quality of service and the third part was suggestions and feedback to improve services.

In order to the first and second part, the LIKERT scale was used for scoring the points and all of statements were positive which was applied by the attitude scales. The

score was calculated to measure both overall and individual attitude towards the questionnaires among 174 respondents. For individual attitude, all the score was summed up and divided by the number of total respondents. The denominator was multiplied by total number of attitude segments to present the overall attitude of sample population. The attitude was rated into positive and negative measurement. If the score value was more than 3, the attitude was considered positive and it was strongly satisfy/confidence when it was more towards to 5. On the other hand, if the score value was less than 3, the attitude was considered negative and it was strongly dissatisfy/not confidence when it was almost equal to 1. Therefore, the score 3 was moderate.

The first part: Satisfaction with the quality of service

There were 3 subject areas included process/provided procedure, frontline staff, and facilities given to be examined satisfaction statements of customer while received services from frontline staff included working method, service delivery, service standard and infrastructure to realize of the gap between customer needs and expectations and characteristic and perceptions of frontline staff related to the requirement of Public Sector Management Quality Award (PMQA) B.E.2549 (2006 A.D.) and the requirements of ISO 9001:2015 (2015 A.D.). The customer received enough information to make a decision about the service needed when their expectations have been exceeded. Service minded from frontline staff was observed.

Table 8: Customer Satisfaction with the Quality of Service

Satisfaction Statements	Level of Satisfaction							
	Strongly Satisfy		Satisfy		Neutral		Dissatisfy	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Process / provided procedure								
1) Providing onsite services such as queue, etc.	49	28.16	76	43.68	49	28.16	0	0
2) The service follows the step as announced or listed.	30	17.24	55	31.61	70	40.23	19	10.92
3) Speed of service within the specified period.	0	0	41	23.56	68	39.08	65	37.36
4) The reliability of the service appropriately.	14	8.05	83	47.70	73	41.95	4	2.30
Mean = 3.51, Standard Deviation = 0.77								
Frontline staff								
5) Good looking with dress appropriately.	0	0	95	54.60	79	45.40	0	0
6) Courtesy greeting service.	0	0	69	39.66	85	48.85	20	11.49
7) Ready and willing to help.	0	0	43	24.71	81	46.55	50	28.74
8) Provide the same service to all	0	0	100	57.47	69	39.66	5	2.87

Satisfaction Statements	Level of Satisfaction							
	Strongly Satisfy		Satisfy		Neutral		Dissatisfy	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
without discrimination.								

Mean = 3.34, Standard Deviation = 0.61

Facilities

Satisfaction Statements	Freq.	%	Freq.	%	Freq.	%	Freq.	%
9) A sign / symbol / PR.	0	0	126	72.41	48	27.59	0	0
10) The notice or notification procedures and duration of service.	0	0	167	95.98	7	4.02	0	0
11) Appropriate services that are accessible, convenient and quick.	0	0	66	37.93	89	51.15	19	10.92
12) There are open channels of feedback on services such as the feedback questionnaire.	0	0	25	14.37	98	56.32	51	29.31
13) The adequacy of equipment for clients such forms with pen, etc.	0	0	127	72.99	47	27.01	0	0

Satisfaction Statements	Level of Satisfaction							
	Strongly Satisfy		Satisfy		Neutral		Dissatisfy	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
14) The adequacy of facilities, such as public telephone, drinking water, toilet seat, etc.	11	6.32	127	72.99	36	20.69	0	0
15) The property is clean and suitable.	31	17.82	107	61.49	36	20.69	0	0
Mean = 3.62, Standard Deviation = 0.52								

* Overall Strongly Dissatisfy = 0

However, there were 1-5 levels of satisfaction with could be rated from the range of (4/5) 0.80 per level as follows (DMSc,2015);

$$4.20 - 5.00 \quad = \quad \text{Very high}$$

$$3.40 - 4.19 \quad = \quad \text{High}$$

$$2.60 - 3.39 \quad = \quad \text{Moderate}$$

$$1.80 - 2.59 \quad = \quad \text{Low}$$

$$1.00 - 1.79 \quad = \quad \text{Very low}$$

Table 9: Overall Customer Satisfaction with the Quality of Service

Satisfaction Statements	Mean	Standard Deviation	Level of Satisfaction
1) Process / provided procedure	3.51	0.77	High
2) Frontline staff	3.54	0.61	High
3) Facilities	3.62	0.52	High
Total	**3.51**	**0.60**	**High**

There were 174 respondents in total, the attitude of respondents was satisfied with the quality of service was regarded with total mean 3.51 and standard deviation 0.60 which closed to highly satisfied. Facilities was the highest mean in satisfaction in the notice or notification procedures and duration of service. However, the overall high rates of satisfaction in details were providing onsite services (4), the property was clean and suitable (3.97), good looking with dress appropriately (3.55) and provide the same service to all without discrimination (3.55) respectively.

On other hand, there were customers dissatisfied including; open channels of feedback on services such as the feedback questionnaire (2.85), the speed of service within the specified period (2.86), and ready and willing to help (2.96) respectively.

The second part: Confidence in the quality of service

There were 5 subject areas included service to the public interest, availability, transparency, speed of service and facilitation given to be examined confidence of customer while received services from frontline staff included working method, service delivery, product and service standard and rule, infrastructure, sign, customer comfort and physical environment to realized of the gap between internal and external quality

measures from customer perceptions of frontline staff related to the requirement of Public Sector Management Quality Award (PMQA) B.E.2549 (2006 A.D.) and the requirements of ISO 9001:2015 (2015 A.D.).

Table 10: Customer Confidence in the Quality of Service

Confidence statement	Level of Confidence							
	Strongly Confidence		Confidence		Neutral		Not Confidence	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Service to the public interest								
16) Staff is working faithfully.	80	45.98	94	54.02	0	0	0	0
Mean = 4.46, Standard Deviation = 0.50								
Availability								
17) Staff has responsibility for the operation.	20	11.49	109	62.64	45	25.86	0	0
18) Staff has knowledge and expertise to the job.	21	12.07	91	52.30	62	35.63	0	0
19) Staff are advising and counseling.	0	0	41	23.56	93	53.45	40	22.99
Mean = 3.54, Standard Deviation = 0.64								
Transparency								
20) The department has announced / published information.	0	0	41	23.56	93	53.45	40	22.99

Confidence statement	Level of Confidence							
	Strongly Confidence		Confidence		Neutral		Not Confidence	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
21) The department has been informed of their rights on the service provided.	20	11.49	125	71.84	29	16.67	0	0
22) Staff has an operational transparency that can be checked.	2	1	95	54.60	75	43.10	2	1

Mean = 3.67, Standard Deviation = 0.59

Speed of service

23) The department uses technology and accelerates properly.	22	12.64	42	24.14	110	63.22	0	0
24) The department has an appropriate service.	90	51.72	76	43.68	8	5	0	0

Mean = 3.98, Standard Deviation = 0.65

Facilitation

25) Quality service, accurate, timely.	0	0	45	25.86	88	50.57	41	23.56

Mean = 3.02, Standard Deviation = 0.71

* Overall Strongly *Not Confidence = 0*

However, there was 0-5 levels of customer confidence in the quality of service could be rated as follows;

4.51 – 5.00	=	Very high
3.51 - 4.50	=	High
2.51 - 3.50	=	Moderate
1.51 - 2.50	=	Low
1.00 - 1.50	=	Very low
0.00 - 0.99	=	No confidence/Unknown

Table 11: Overall Customer Confidence in the Quality of Service

Satisfaction Statements	Mean	Standard Deviation	Level of Satisfaction
1) Service to the public interest	4.46	0.50	High
2) Availability	3.54	0.64	High
3) Transparency	3.67	0.59	High
4) Speed of service	3.98	0.65	High
5) Facilitation	3.02	0.71	Moderate
Total	**3.71**	**0.62**	**High**

There were 174 respondents in total, the attitude of respondents was considered with total mean 3.71 and standard deviation 0.62 which closed to highly confidence. The highest mean of confidence was in the Service to the public interest area which was staff is working faithfully (4.46). Followed by the department has been informed of their rights on the service provided (3.95), and staff has responsibility for

the operation (3.86). After all, there is moderate confidence in facilitation in quality service, accurate, timely with mean 3.02 and standard deviation 0.71.

Suggestions and feedback to improve services by customer

36 people (20.69%) responded to the part of closed-end questions in the questionnaire of customer satisfaction and confidence in quality of services. The answer could be grouped as follows;

4.1 Will encourage others to use the service at the Department of Medical Sciences?

Table 12: Closed-end questions: Will you encourage others to use the service at the Department of Medical Sciences?

	Frequency	Percent
yes	27	75.0
no	6	16.67
not sure	3	8.33
Total	**36**	**100**

36 from 174 customers were encourage others to use the service at the Department of Medical Sciences (50.57%).

4.2 If you have an opportunity to use the service, will you come to the Department of Medical Sciences?

Table 13: Closed-end questions: If you have an opportunity to use the service, will you come to the Department of Medical Sciences?

	Frequency	Percent
yes	22	61.11
no	5	13.89
not sure	9	25.0
Total	**36**	**100**

36 from 174 customers were encourage others to use the service at the Department of Medical Sciences (61.11%).

Besides, there were 27 people (15.52%) responded to the part of opened-end questions in the questionnaire of customer satisfaction and confidence in quality of services. The answer could be grouped as follows;

4.3 Highlights of the service (Please indicate in descending order from most to least).

- o Frontline staff was good in service minded.

- o Service process was clear.

- o Facilities were comfortable.

4.4 Please advise the quality of service which has to be improved the most 3 as matters.

- o Communication system was not effective.

- o Location was quite far.

- o Fast result and lower price would be great.

4.5 What did you expect from here. (Please indicate in descending order from most to least).

- o To improve service duration.

    o To increase communication channels.

    o To reduce fees.

4.6 What services you were not satisfied. (Please indicate in descending order from most to least).

    o Service period was too long.

    o Ineffective communication.

    o Lack of public relations.

4.7 What channels you want to communicate with us. (Please indicate in descending order from most to least).

    o Telephone

    o Line application

    o Website

2.2 Frontline Staff Survey on Human Resources Satisfaction

25 respondents of the subject was female which seemed to be similarity in the distribution of sex among different group of age. According to age stratification, age ranged from 20 minimum to 59 maximum years and the mean age was in between 20-29 years old. A large number of age group was 59.40% were found in the range of 20-29 years old and 50-59 years old age group were relatively smallest number (refer table 17).

Table 14: Age-Gender distribution

Age Group	Gender		Frequency	Percent
	Male	Female		
20 - 29	3	16	19	63.34
30 - 39	2	7	9	30.0
40 - 49	0	1	1	3.33
50 - 59	0	1	1	3.33
Total	**5**	**25**	**30**	**100**

Education

The result showed that 24 of them were graduated in bachelor's degree which was 80% of respondents. There were 16.67% master's degree and 3.33% undergraduate respectively. This evidence supported that most of customers were from the graduate education.

Table 15: Educational Level

Educational level	Frequency	Percentage
Undergraduate	1	3.33
Bachelor's Degree	24	80.0
Master's Degree	5	16.67
Total	**30**	**100**

Position and Work Experiences

The Frontline Staff Survey on Human Resources Satisfaction questionnaire was divided into three parts, the first part was overview of respondents, the second part was satisfaction with human resource management which was included 5 dimensions, and the third part was suggestions to improve operational performance. Most of respondents

were government employees (63.33%), 15 of them have been working for 1-3 years and 4 of them have been working less than 1 year. 30% were temporary workers, 8 of them have been working for 1-3 years and 1 of them have been working less than 1 year. 2 of respondents were civil servants and have been working for 1-3 years. This result showed that most of the frontline staff was government employees.

Table 16: Position and work experiences

Occupation	Work Experience(s)						Frequency	Percent
	< 1 year	1-3 years	3-5 years	5-7 years	7-10 years	> 10 years		
Government Employee	4	15	0	0	0	0	19	63.33
Temporary Worker	1	8	0	0	0	0	9	30.0
Civil Servant	0	2	0	0	0	0	2	6.67
Total	**5**	**25**	**0**	**0**	**0**	**0**	**30**	**100**

Attitude

According to compromise measuring satisfaction in human resource management provided from the Department of Medical Sciences, Ministry of Public Health, Thailand, it was necessary to realize the attitude of frontline staff. All respondents were the frontline staff who provided services at the Department of Medical Sciences, Ministry of Public Health, Thailand. In order to the second part, LIKERT scale was used for scoring the points and all of statements were positive which was applied by the attitude scales. The score was calculated to measure both overall and individual attitude towards the questionnaires among 30 respondents. For individual attitude in the third part, all the score was summed up and divided by the number of total respondents. The denominator was multiplied by total number of attitude segments to present the

overall attitude of sample population. The attitude was rated into positive and negative measurement. If the score value was more than 2, the attitude was considered positive and it was strongly agreed when it was more towards to 4. On the other hand, if the score value was less than 2, the attitude was considered negative and it was strongly disagreed when it was almost equal to 1. Besides, the score 0 was unknown.

Part 2: Satisfaction with Human Resource Management

The 5 dimensions were 1) Consistency of Strategic 2) HR Effectiveness 3) HR Efficiency 4) Liability and HR Management 5) Quality of Work Life Balance. There were given to be examined satisfaction statements and perceptions of frontline staff with Human Resource Management included policy and strategic, recruitment & selection, training & development, compensation & benefits, performance management, succession planning, and retention related to the requirement of the human resource management strategy in the period of 20 years B.E.2560-2579 (2017-2026. A.D.), the procedures of evaluating the performance for government agencies in Civil Service Act B.E.2551 (2008. A.D.), and the Individual Development Plan (IDP) of the Department of Medical Sciences, Ministry of Public Health, Thailand. The frontline staff received enough information to make a decision about the performance improvement and human resource development. Organizational culture was observed.

Table 17: Frontline Staff Satisfaction with Human Resource Management

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Consistency of Strategic										

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1) Policies and plans of human resource contribute to achieving its mission.	6	20.0	22	73.0	0	0	0	0	2	7.0
2) The department has enough manpower.	0	0	28	93.0	0	0	1	3.0	1	3.0
3) The department is exploring a number of people regularly.	0	0	25	83.0	4	13.0	0	0	1	3.0
4) To recruit, appoint, as required with needed.	5	17.0	15	50.0	8	27.0	1	3.0	1	3.0
5) Staff has the skills or performance to be selected in accordance with the development plan and career	1	3.0	17	57.0	11	37.0	0	0	1	3.0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
advancement.										
6) The development of personnel policies is clear.	3	10.0	16	53.0	8	27.0	0	0	3	10.0
7) The department has selected and developed a group of people with the skills and performance.	4	13.0	19	63.0	4	13.0	0	0	3	10.0
8) Staff believes that the management of the government is a good model.	4	13.0	16	53.0	7	23.0	0	0	3	10.0
9) To promote the development of supervisors at all levels continuously.	4	13.0	15	50.0	4	13.0	0	0	7	23.0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%

Mean = 2.67, Standard Deviation = 0.93

HR Effectiveness

10) Staff was satisfied with the overall performance of the activities of human resource management.	0	0	24	80.0	0	0	3	10.0	3	10.0
11) Database depicted in information system for human resource management ; accurate, current, and can be used practically.	0	0	16	53.0	4	13.0	0	0	10	33.0
12) Cost of HR activities was worthwhile, such as training seminars,	4	13.0	16	53.0	4	13.0	0	0	6	20.0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
study and so on.										
13) Staff was satisfied with the development of information technology services in the areas of human resource management.	4	13.0	12	40.0	8	27.0	0	0	6	20.0

Mean = 2.29, Standard Deviation = 1.24

HR Efficiency

14) The department has an extra incentive to achieve organizational commitment.	0	0	23	77.0	7	23.0	0	0	0	0
15) Staff is encouraged to career advancement.	4	13.0	23	77.0	3	10.0	0	0	0	0
16) The results of	0	0	24	80.0	3	10.0	0	0	3	10.0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
opinion polls and satisfaction, improve human resource management in the agency.										
17) The direct supervisor supports the development and learning.	4	13.0	16	53.0	10	33.0	0	0	0	0
18) Evaluation of the performance can be classified/split-level performance clearly.	0	0	20	67.0	3	10.0	0	0	7	23.0
19) The salaries of government in connection with the evaluation of the	4	13.0	18	60.0	4	13.0	0	0	4	13.0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
performance of individuals.										
20) Staff has been developing their knowledge and skills in line with the results of assessment practice.	0	0	20	67.0	10	33.0	0	0	0	0
21) Staff is satisfied with the results and assess the performance of official salaries in the coming years.	0	0	26	87.0	0	0	0	0	4	13.0

Mean = 2.66, Standard Deviation = 0.81

Liability and HR Management

22) The department communicates to staff acknowledge the rules, procedures	0	0	30	100.0	0	0	0	0	0	0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
and processes regarding HR regularly.										
23) Staff can access the channel by appeals and grievances that will not affect their own.	4	13.0	20	67.0	0	0	6	20.0	0	0
24) The decisions of the senior management in the areas of human resources, such as salaries, appointment, transfer and development, and is based on the integrity, ability and work experience.	0	0	19	63.0	0	0	0	0	11	37.0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
25) Staff is fairness and equality by implementing human resource management, such as the appointment of a move to transfer the salaries, and development and so on.	4	13.0	15	50.0	4	13.0	0	0	7	23.0

Mean = 2.48, Standard Deviation = 0.95

Quality of Work Life Balance

26) Staff was satisfied with the environment and working atmosphere.	4	13.0	20	67.0	6	20.0	0	0	0	0
27) The environment and working atmosphere that encourages use their full potential.	0	0	24	80.0	6	20.0	0	0	0	0
28) The department	4	13.0	20	67.0	6	20.0	0	0	0	0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
uses technology to promote and support the government can be streamlined. And effective.										
29) The welfare of welfare legislation meets the needs of the people such as the shops/restaurants welfare. Relief personnel matters such as (wedding disasters, illness, etc.), the location/equipment for fitness, etc.	0	0	30	100.0	0	0	0	0	0	0
30) Staff is satisfied	0	0	30	100.0	0	0	0	0	0	0

Satisfaction Statements	Level of Satisfaction									
	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
with the benefits and facilities that the government provides.										
31) The promotion of activities to build good relations between management and staff of a government worker.	0	0	24	80.0	6	20.0	0	0	0	0
32) The overall relationship of agency staff and workers in other departments are effectively honoring the hospitality and trust each other.	0	0	23	77.0	7	23.0	0	0	0	0

Mean = 2.89, Standard Deviation = 0.34

However, there was 0-4 levels of frontline staff satisfaction with Human Resource Management could be rated as follows (OSCS,2015);

3.51 - 4.00	=	Very high
2.51 - 3.50	=	High
1.51 - 2.50	=	Low
1.00 - 1.50	=	Very low
0.00 - 0.99	=	Unknown

Table 18: Overall Frontline Staff Satisfaction with the Quality of Service

Satisfaction Statements	Mean	Standard Deviation	Level of Satisfaction
1) Consistency of Strategic	2.67	0.93	High
2) HR Effectiveness	2.29	1.24	High
3) HR Efficiency	2.66	0.81	High
4) Liability and HR Management	2.48	0.95	Low
5) Quality of Work Life Balance	2.89	0.34	High
Total	**2.64**	**0.42**	**High**

There were 30 respondents in total, the attitude of respondents the satisfactions with human resource management was regarded with total mean 2.64 and standard deviation 0.42 which closed to highly satisfied. The highest mean of Frontline Staff Satisfaction was Quality of Work Life Balance (2.89). However, the highest rate of satisfaction was staff is encouraged to career advancement (3.03), followed by policies and plans of human resource contribute to achieving its mission (3), the department communicates to staff acknowledge the rules, procedures and processes regarding HR

regularly (3), the welfare of welfare legislation meets the needs of the people such as the shops/restaurants welfare. Relief personnel matters such as (wedding disasters, illness, etc.), the location/equipment for fitness, etc., (3), and staff are satisfied with the benefits and facilities that the government provides (3) respectively.

After all, there was low satisfaction in liability and HR management with mean 2.48 and standard deviation 0.95. The lowest rate of dissatisfied was database depicted in information system for human resource management; accurate, current, and can be used practically (1.87). The decisions of the senior management in the areas of human resources, such as salaries, appointment, transfer and development, and is based on the integrity, ability and work experience (1.90), and evaluation of the performance can be classified/split-level performance clearly (2.20) respectively.

Suggestions to improve operational performance by frontline staff

30 people (100%) responded to the part of closed-end questions in the questionnaire of frontline staff survey on human resources satisfaction. The answer could be grouped as follows;

3.1 Do you think there are transparency and fair in HR management within your organization?

Table 19: Closed-end questions: Do you think there are transparency and fair in HR management within your organization?

	Frequency	Percent
yes	30	100.0
no	0	0
Total	**30**	**100**

All of frontline staff though that there are transparency and fair in HR management within their organization (100%).

3.2 Have you ever thought to quit your job in the past year?

Table 20: Closed-end questions: Have you ever thought to quit your job in the past year?

	Frequency	Percent
yes	4	13.33
no	26	86.67
Total	**30**	**100**

26 of 30 frontline staff have never thought to quit your job in the past year (86.67%).

3.3 Have you ever thought to transfer to other government agencies in the past year?

Table 21: Closed-end questions: Have you ever thought to transfer to other government agencies in the past year?

	Frequency	Percent
yes	4	13.33
no	26	86.67
Total	**30**	**100**

26 of 30 frontline staff have never thought to transfer to other government agencies in the past year (86.67%).

3.4 Please select the HR departments should be improved urgently (Please indicate in descending order of descending from 1 to 3).

Table 22: Closed-end questions: Please select the HR departments should be improved urgently.

Statement	Rating						Mean	Standard Deviation
	1		2		3			
	Freq.	%	Freq.	%	Freq.	%		
Quality of life, health, financial and social aspects of work	4	13.33	0	0	0	0	1.03	1.27
The development of career path	4	13.33	8	26.68	0	0	0.67	0.88
Evaluation of work	0	0	0	0	0	0	0.0	0.0
Good atmosphere in the workplace	0	0	4	13.33	0	0	0.40	0.72
The development of knowledge, skills and competencies of staff	8	26.68	7	23.33	3	10	1.03	1.03
Salary Advancement	4	13.33	0	0	0	0	0.13	0.35
Recruitment	3	10	0	0	4	13.33	0.50	1.04
Building and equipment improvement	0	0	4	13.33	0	0	0.27	0.69
Benefits achieving more than the legal limit	3	10	4	13.33	8	26.68	1.17	1.32
The nomination	0	0	0	0	4	13.33	0.40	1.04

Statement	Rating						Mean	Standard Deviation
	1		2		3			
	Freq.	%	Freq.	%	Freq.	%		
The development of information technology in human resources management	4	13.33	0	0	4	13.33	0.53	1.04
Total	**30**		**30**		**30**			

Regarding to the HR departments should be improved urgently indicated in descending order of descending from 1 to 3, the first priority should be improved was the development of knowledge, skills and competencies of staff (26.67%), the second priority was the development of career path (26.67%), and the third priority was benefits achieving more than the legal limit (26.67%). Besides, the development of knowledge, skills and competencies of staff was the most interested statement that was chosen by 18 respondents, then benefits achieving more than the legal limit (15), and quality of life, health, financial and social aspects of work (14) respectively.

3.5 What you expect from your organization to develop operational performance? (Please indicate in descending order from most to least).

There were 26 people (86.67%) responded to the part of opened-end questions in the questionnaire of customer satisfaction and dissatisfaction on services. Researcher grouped the answers into three different types;

1. What was the reasons concerned for performance development and human rights?

    - To develop performance, ability and essential knowledge matching the position.

    - To develop teamwork skills.

- The justice does exist.

2. What was the reasons concerned for benefits and working method?

   - More additional benefits than government grants.

   - More teamwork, lesson learned and exchange of ideas and experiences.

3. What was the reasons concerned for environment?

   - To improve equipment and facilities, also location as modern office.

   - Required comfortable and friendly working environments.

2.3 In-Depth Interview with 3 key persons the Department of Medical Sciences' Executive Management.

Director, the Department of Medical Sciences, Ministry of Public Health, Thailand.

a. What is the priority of core competencies for frontline staff;

In her opinion, frontline staff should be divided into two parts of service; external customers and internal customers. For external customer, the priority of core competencies was service mind. Integrity was also important because the department was supposed to be neutral and no conflict among stakeholders. In order to expertise, frontline staff should have a tremendous amount of technical knowledge and been able to advice and communicate with customers who were entrepreneurs.

For internal customers, the frontline staff already had five competencies, set by the Office of the Civil Service Commission (OCSC), but more than 30 years of her experiences at DMSc, the frontline staff for internal customer service has not been developed. This could be harmful influence, detrimental and dangerous in doing something wrong with the rules.

b. What are the criteria for core competencies for frontline staff;

She preferred an effective service mind, to promote productive people, and to drive superior performance.

c. What are the appropriate ways or method should be used to solve problems and develop capacity of core competencies for frontline staff;

According to her opinion, frontline staff was divided into two parts; internal and external. For the external, the appropriate features should be selected were the development of staff competence, the development of the service center as a one stop service with expertise frontline staff about science and technology, gap analysis, the promotion of staff development in customer crisis management, problem solving, and systematic development.

For the internal, the frontline staff should change their mindset that service staff was important. The department should focus on this position to help driving the core business, not as a second-class citizen, instill a sense of self-improvement and job development. Beforehand, the implementation of ISO 9001 made more systematic development. It improved the development of staff and service providers as well as some important data to support executive decision making. At present, there is only academic information, lack of management information. She suggested that it should link the work of each unit together to achieve the efficiency and effectiveness of work and service in DMSc.

Director, Regional Medical Sciences Center, the Department of Medical Sciences, Ministry of Public Health, Thailand.

a. What is the priority of core competencies for frontline staff;

The priority of core competencies should be service-minded. The department must cultivate the values of service mindedness to frontline staff and concentrates on achievement in the service rendered.

b. What are the criteria for core competencies for frontline staff;

Smiling, good listener, realize needs and expectations of customers, be generous in help, skills to communicate in the process of service was impressed the organization.

c. What are the appropriate ways or method should be used to solve problems and develop capacity of core competencies for frontline staff;

The former method used to solve the problem and develop capacity of core competencies was training. Therefore, she recommended that the evaluation should be made in the performance of duties after the training, Coaching were available to solve the problem of limited or shortage of personnel as well. If coaching or pre-test post-test training was offered, a certificate or reward would be more successful.

Medical Scientist, Senior Professional Level, the Department of Medical Sciences, Ministry of Public Health, Thailand.

a. What is the priority of core competencies for frontline staff and b. What are the criteria for core competencies for frontline staff;

Service-minded should be the priority of core competencies for frontline staff. Frontline staff could communicate naturally, while the Department should provide a frontline staff who could answer basic questions before transfer to any person who

could answer in-depth questions. In addition, integrity was also important as same as expose and notified the customers when delays or deliveries were delayed.
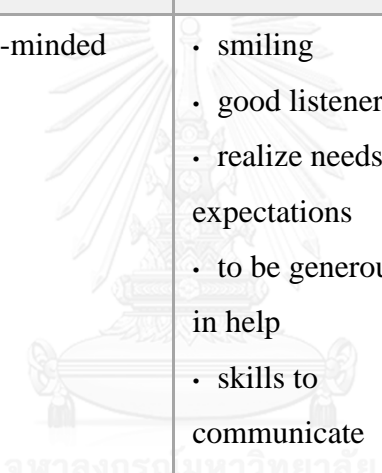
c. What are the appropriate ways or method should be used to solve problems and develop capacity of core competencies for frontline staff;

Nowadays, training might not be immediately available. If there an e-training courses were available for frontline staff, it could improve the efficiency of the work. At the moment, the information on the website was not able to meet the customers' requirement. She suggested improving the information and database. Moreover, to develop service-minded, personality included inspiring frontline staff to feel important was other appropriate ways to address the problems and develop the core competencies of our frontline staff.

Concluding key executives' in-depth interview about the core competencies as follows;

Table 23: The conclusion core competencies from key executives at the Department of Medical Sciences, Ministry of Public Health, Thailand

Position	The priority of core competencies for frontline staff	The criteria for core competencies for frontline staff	The appropriate ways/method should be used to solve problems and develop capacity of core competencies for frontline staff
Director, Center of DMSc	**external customers:** • Service-minded • Integrity	• service mind • to promote productive people	**external customers:** • to develop staff competence and expertise

	· expertise **internal customers:** · 5 competencies of OCSC	· to drive superior performance.	· to develop the service center **internal customers:** · to change mindset · to focus on frontline staff · to develop management information
Director, RMSc	service-minded	· smiling · good listener · realize needs & expectations · to be generous in help · skills to communicate	· training & evaluation · coaching
Medical Scientist, Senior Professional Level	· service-minded · communication · integrity · expertise		· e-training courses · improving the information and database · development service-minded · inspiration

3. Research Hypothesis

From attitudes of the customers and the frontline staff, data was analyzed by test of association between independent variables and dependent variables with Pearson Chi-Square. Using 95% confidence interval to decide to reject the null hypothesis, an alpha of 0.05 was used as the limit for significance, If the p-value is less than 0.05, the null hypothesis will be rejected.

Research Hypothesis 1: There is association between demographic features and customer satisfactions on service-minded which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand.

H_0: There is no association between demographic features and customer satisfactions on service-minded which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand

H_1: There is association between demographic features and customer satisfactions on service-minded which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand

Table 24: The association between demographic features and customer satisfactions on service-minded which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand

	Total Sample	Level of Satisfaction								p-value
		Strongly Satisfy		Satisfy		Neutral		Dissatisfy		
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Gender										**0.508**
Male	110	30	27.3	42	38.2	23	20.9	15	13.6	
Female	64	15	23.4	31	48.4	13	20.3	5	7.8	
Age										**0.004**
20 - 29	50	0	0.0	37	74.0	2	4.0	11	22.0	
30 - 39	75	36	48.0	10	13.3	21	28.0	8	10.7	
40 - 49	25	1	4.0	11	44.0	12	48.0	0	0.0	
50 - 59	24	7	29.2	15	62.5	1	4.2	1	4.2	
Educational Level										**0.000**
Undergraduate	30	0	0.0	26	86.7	0	0.0	4	13.3	
Graduate	118	36	30.5	36	30.5	31	26.3	15	12.7	
Postgraduate	26	9	34.6	11	42.3	5	19.2	1	3.8	
Occupation										**0.013**
Government Agency	10	0	0.0	0	0.0	10	100.0	0	0.0	
Private Sector	154	43	27.9	58	37.7	33	21.4	20	13.0	
Educational Institution	10	2	20.0	5	50.0	3	30.0	0	0.0	
Position										**0.000**

	Total Sample	Level of Satisfaction								p-value
		Strongly Satisfy		Satisfy		Neutral		Dissatisfy		
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Employee/Officer	149	45	30.2	57	38.3	27	18.1	20	13.4	
Senior Manager (above Director)	10	0	0.0	10	100.0	0	0.0	0	0.0	
Middle Management (Head of Group)	5	0	0.0	0	0.0	5	100.0	0	0.0	
Lecturer/Researcher/Academic	5	0	0.0	1	20.0	4	80.0	0	0.0	
Student	5	0	0.0	5	100.0	0	0.0	0	0.0	
Request of Service										**0.000**
1st time	10	0	0.0	10	100.0	0	0.0	0	0.0	
2-10 times/year	123	38	30.9	48	39.0	17	13.8	20	16.3	
>10 times/year	41	7	17.1	15	36.6	19	46.3	0	0.0	
Reason of Request										**0.000**
Reliable result	78	35	44.9	23	29.5	20	25.6	0	0.0	
Law enforcement	60	15	25.0	25	41.7	30	50.0	0	0.0	
Provided by this department	20	5	25.0	10	50.0	5	25.0	0	0.0	
Other	16	10	62.5	5	31.3	1	6.3	0	0.0	

The data was analyzed by Fisher's exact test. Using 95% confidence level of 174 customers. The result of the study showed that demographic features and customer

satisfactions on service-minded which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand. The result of the study showed that there was no statistically significant difference between gender and customer satisfactions on service-minded ($p > 0.05$).

There was statistically significant difference between age, educational level, occupation, position, request of service, reason of request and customer satisfactions on service-minded ($p < 0.001$).

Research Hypothesis 2: There is association between demographic features and frontline staff satisfaction in human resources which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand.

H₀: There is no association between demographic features and frontline staff satisfaction in human resources which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand

H₁: There is association between demographic features and frontline staff satisfaction in human resources which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand

Table 25: The association between demographic features and frontline staff satisfaction in human resources which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand

	Total Sample	Strongly Agree		Agree		Disagree		Strongly Disagree		Unknown		p-value
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Gender												**0.047**
Male	5	1	20.0	3	15.0	1	6.7	0	0.0	0	0.0	
Female	25	3	12.0	11	91.7	3	3.3	3	12.0	5	41.7	
Age												**0.553**
20 - 29	19	4	21.1	9	42.8	3	7.0	1	5.3	2	9.5	
30 - 39	9	0	0.0	4	44.4	1	11.1	2	22.2	2	22.2	
40 - 49	1	0	0.0	0	0.0	0	0.0	0	0.0	1	11.1	
50 - 59	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	
Educational Level												**0.553**
Undergraduate	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	
Graduate	24	3	12.5	11	88.0	4	4.5	2	8.3	4	44.4	
Postgraduate	5	1	20.0	2	10.0	0	0.0	1	20.0	1	11.1	
Position												**0.011**
Government Employee	2	0	0.0	1	50.0	0	0.0	0	0.0	1	11.1	
Temporary Worker	9	0	0.0	3	33.3	0	0.0	3	33.3	3	33.3	
Civil Servant	19	4	21.1	10	47.5	4	8.4	0	0.0	1	11.1	
Work Experiences												**1.000**
Less than 1 year	5	1	20.0	2	10.0	1	10.0	0	0.0	1	11.1	
1-3 years	25	3	12.0	12	100.0	3	3.0	3	12.0	4	44.4	

The data was analyzed by Fisher's exact test. Using 95% confidence level of 30 frontline staff. The result of the study showed that demographic features and frontline staff satisfaction in human resources on service-minded which can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand. The result of the study showed that there was no statistically significant difference between age, educational level, work experiences and frontline staff satisfaction in human resources on service-minded (p>0.05).

There was statistically significant difference between gender, position and frontline staff satisfaction in human resources on service-minded (p<0.001).
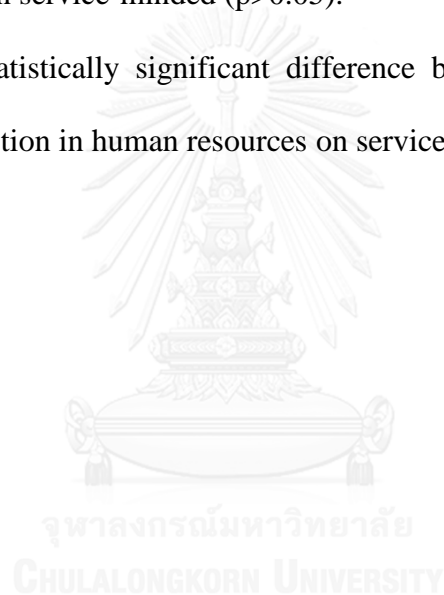
CHAPTER V

CONCLUSION, DISCUSSION, RECOMMENDATION AND STUDY LIMITATION

1. Introduction

According to the research objectives, this research had the purpose of study to progress and rectify the core competencies, included impact of customer satisfaction and core competencies, personal behaviors and quality of services, which were associated with service-minded of frontline staff at the Department of Medical Sciences in further.

This research based on mixed methodology between qualitative methodology used in-depth interview and quantitative methodology used survey research. Triangulation technique was used to support the research results after had calculated by Lemeshow et al. (1990) statistical formula and analyzed by SPSS software with an exactly population and Chi-Square Statistic with P-Value 0.05 (95%). The questionnaire was developed by OCSC in collaboration with DMSc, which has concordance, validity and reliability, the researcher has revised and updated the advisor's recommendations. The questionnaire was gathered with 2 groups for customers and frontline staff. The questionnaire for customers related to their competency was separated into 4 parts with 5 scales in the second part: Satisfaction with the quality of service and 6 scales in the third part: Confidence in the quality of service. The questionnaire for frontline staff related to quality of services was separated into 3 parts with 5 scales in the second part: Satisfaction with Human Resource Management. Thus, before interview and answer the questionnaire, researchers will provide the information to informants about the right to join or not to participate

voluntarily. Refusal to provide information has nothing to do with the contributors. Providers have the right to change their mind during the interview. As same as In-Depth Interview, the interview had been set at the Department of Medical Sciences, Ministry of Public Health, Nonthaburi province, Thailand. Voice recording was requested with noticed that the evidence from the recording was confidential by researcher and will be destroyed immediately after completion of this research study. Briefly summarize the data to find out the core competency of DMSc officers that are consistent and responsive to the performance framework of this research study was analyzed as conclusions to support quantitative study of this research. The return of both questionnaires could be analyzed 100% of respondents. The data analysis was expressed as mean scores, standard deviation and interpreted the meaning of the performance scores.

2. Conclusion

Regarding to research objectives and research hypothesis, the questionnaires showed the attitudes related to core competencies in services towards satisfaction and confidence of customers and human resources management attitudes from frontline staff which will verify the hypothesis of this research as follows;

2.1 Core competencies on service-minded base on customer satisfactions.

2.1.1 Customer Satisfaction and Confidence in Quality of Services

There was 4 parts to measure satisfaction and dissatisfaction of customers for improve service quality and develop the organization's operations related to the requirement of Public Sector Management Quality Award (PMQA) B.E.2549 (2006 A.D.) and the requirements of ISO 9001:2015 (2015 A.D.). The part of satisfaction with

the quality of service divided into 3 subject areas included process/provided procedure, frontline staff, and facilities consisted of 15 satisfaction statements;

- **Process / provided procedure**

  1) Providing onsite services such as queue, etc.

  2) The service follows the step as announced or listed.

  3) Speed of service within the specified period.

  4) The reliability of the service appropriately.

- **Frontline Staff**

  5) Good looking with dress appropriately.

  6) Courtesy greeting service.

  7) Ready and willing to help.

  8) Provide the same service to all without discrimination.

- **Facilities**

  9) A sign / symbol / PR.

  10) The notice or notification procedures and duration of service.

  11) Appropriate services that are accessible, convenient and quick.

  12) There are open channels of feedback on services such as the feedback questionnaire.

  13) The adequacy of equipment for clients such forms with pen, etc.

  14) The adequacy of facilities, such as public telephone, drinking water, toilet seat, etc.

  15) The property is clean and suitable.

The part of confidence in the quality of service divided into 5 subject areas included the public interest, availability, transparency, speed of service and facilitation consisted of 10 *confidence statement*;

- **Service to the public interest**

    1) Staff are working faithfully.

- **Availability**

    2) Staff have responsibility for the operation.

    3) Staff have knowledge and expertise to the job.

    4) Staff are advising and counseling.

- **Transparency**

    5) The department has announced / published information.

    6) The department has been informed of their rights on the service
       provided.

    7) Staff have an operational transparency that can be checked.

- **Speed of service**

    8) The department uses technology and accelerate properly.

    9) The department has an appropriate service.

- **Facilitation**

    10) Quality service, accurate, timely.

2.1.2 General Information

The majority of the customers were male between the ages of 30-39 years old. More were graduated from graduate level, work as employees/officers at private sectors. Most of respondents received service 2-10 times/year for food, water, ice, drink analysis with the reason of reliable result.

2.1.3 Satisfaction and confidence of the quality of service

The highest level of satisfaction was found in subject area of process/provided procedure, followed by the facilities, and the frontline staff. The highest level of confidence in the quality of service was found in subject area of service to the public interest, followed by the transparency, and the availability.

2.1.4 Details of the satisfaction and confidence of the process/provided procedure, the facilities, the frontline staff, the service to the public interest, the transparency, and the availability.

The outcomes of the comparison of the level of satisfaction and confidence were different. The mean of satisfaction was less than the mean of confidence and should be improved by open channels of feedback on services such as the feedback questionnaire, the speed of service within the specified period, and ready and willing to help respectively.

2.2 Core competencies on service-minded base on customer satisfactions and human resources management.

2.2.1 Frontline Staff survey on Human Resources Satisfaction

According to the framework for achievement of human resources management (HR Scorecard) of Office of the Civil Service Commission (OCSC), There was 3 parts to measure satisfaction of frontline staff in human resources. The questionnaire was consisted of performance improvement and human resource development related to the requirement of the human resource management strategy in the period of 20 years B.E.2560-2579 (2017-2026. A.D.), the procedures of evaluating the performance for government agencies in Civil Service Act B.E.2551 (2008. A.D.), and the Individual Development Plan (IDP) of the Department of Medical Sciences,

Ministry of Public Health, Thailand. The part of Satisfaction with Human Resource Management divided into 5 Dimensions included consistency of strategic, HR effectiveness, HR efficiency, liability and HR management, and quality of work life balance with 32 satisfaction statements;

- Dimension 1 Consistency of Strategic

    1) Policies and plans of human resource contribute to achieving its mission

    2) The department has enough manpower.

    3) The department are exploring a number of people regularly

    4) To recruit, appoint, as required with needed.

    5) Staff have the skills or performance to be selected in accordance with the development plan and career advancement.

    6) The development of personnel policies are clear.

    7) The department has selected and developed a group of people with the skills and performance.

    8) Staff believes that the management of the government is a good model.

    9) To promote the development of supervisors at all levels continuously.

- Dimension 2 HR Effectiveness

    10) Staff were satisfied with the overall performance of the activities of human resource management.

    11) Database depicted in information system for human resource management; accurate, current, and can be used practically.

12) Cost of HR activities are worthwhile, such as training seminars, study and so on.

13) Staff were satisfied with the development of information technology services in the areas of human resource management.

- Dimension 3 HR Efficiency

14) The department have an extra incentive to achieve organizational commitment.

15) Staff are encouraged to career advancement.

16) the results of opinion polls and satisfaction, improve human resource management in the agency.

17) The direct supervisors support the development and learning.

18) Evaluation of the performance can be classified / split-level performance clearly.

19) The salaries of government in connection with the evaluation of the performance of individuals.

20) Staff have been developing their knowledge and skills in line with the results of assessment practice.

21) Staff are satisfied with the results and assess the performance of official salaries in the coming years.

- Dimension 4 Liability and HR Management

22) The department communicates to staff acknowledge the rules, procedures and processes regarding HR regularly.

23) Staff can access the channel by appeals and grievances that will not affect their own.

24) the decisions of the senior management in the areas of human resources, such as salaries, appointment, transfer and development, and is based on the integrity, ability and work experience.

25) Staff are fairness and equality by implementing human resource management, such as the appointment of a move to transfer the salaries, and development and so on.

- Dimension 5 Quality of Work Life Balance

26) Staff were satisfied with the environment and working atmosphere.

27) The environment and working atmosphere that encourages use their full potential.

28) The department uses technology to promote and support the government can be streamlined. And effective

29) The welfare of welfare legislation meets the needs of the people such as the shops/restaurants welfare. Relief personnel matters such as (wedding disasters, illness, etc.), the location/equipment for fitness, etc.

30) Staff are satisfied with the benefits and facilities that the government provides.

31) The promotion of activities to build good relations between management and staff of a government worker.

32) The overall relationship of agency staff and workers in other departments are effectively honor the hospitality and trust each other.

2.2.2 General Information

The majority of the frontline staff were female between the ages of 20-29 years old. Most of them were graduated from bachelor's degree, work as government employee for 1-3 years.

2.2.3 Satisfaction with Human Resource Management

The highest level of satisfaction was found in subject area of the HR efficiency, followed by the consistency of strategic, the liability and HR management, and the quality of work life balance.

2.2.4 Details of satisfaction of the HR efficiency, the consistency of strategic, the liability and HR management, and the quality of work life balance

The outcomes of the level of satisfaction were different and should be improved the database depicted in information system for human resource management; accurate, current, and can be used practically, the decisions of the senior management in the areas of human resources, such as salaries, appointment, transfer and development, and is based on the integrity, ability and work experience, and evaluation of the performance can be classified/split-level performance clearly.

3. Discussion

The result of the study should be beneficial for reviewing the perception of customers, frontline staff, executive management and the Department of Medical Sciences' employees to realize the customers' satisfaction and develop the core competencies on service-minded, to assess customer satisfaction on service-minded and

the human resources satisfaction of frontline staff to develop core competencies of the Department of Medical Sciences, Ministry of Public Health, Thailand.

According to research hypothesis, customer satisfactions on service-minded can use to develop core competency at the Department of Medical Sciences, Ministry of Public Health, Thailand, there were four research reviewed and synthesis of literature identified of which efficiency and effectiveness core competency development strategies in service minded which can be divided as follows;

      3.1 The concept of core competency management;

      3.2 The concept of human resources management related to core

         competency;

      3.3 The concept of satisfaction and confidence in quality of services;

      3.4 Customer satisfactions and human resources management satisfactions;

Core competencies can be gathered in 2 categories are 1) insight/foresight competencies 2) frontline performance competencies. Insight and foresight competencies help organizations move faster than its competitors and frontline performance competencies are critical for the quality of products or services which depends on the performance and quality of frontline staff. (Coyne et al., 1997). These properties are bases of organization's strategic competitive situation. Organizational core competencies are important measurement for the organization strategic management procedure. Therefore, core competencies lead a powerful competitive to organizations in advantage (Arikan & Enginoğlu, 2016). According to Barney (1991). There are three concepts of core competency as follows (Ljungquist, 2007):

- A significant contribution must make benefits to customer,

- An inimitable and uncompetitive

- An access to dissimilar marketplaces.

With regard to nine core competencies consist of obligation to organizational standards, accomplishment orientation, flexibility, entrepreneurship, creativity, decision making, authorization, problem solving, performance management, proactivity and customer service (C. Ashton, 1996) together with four types of competencies are 1) business capabilities; creativity, innovation, strategic planning and risk taking. 2) business and management capabilities; skill in planning, marketing, targeting and management. 3) human relations capabilities; leadership, motivation, culture and structure organizational, and employment skills. 4) theoretical and association capabilities; decision making, analytical, communication and administrative skills (Mitchelmore & Rowley, 2010), the satisfaction and confidence of customers are geared towards the quality of services.

The highest level of satisfaction with the quality of service was found in process/provided procedure - providing onsite services such as queue, etc. with satisfied at mean value 4.0. Followed by the facilities - the property was clean and suitable with satisfied at mean value 3.97, the frontline staff - good looking with dress appropriately and provide the same service to all without discrimination with satisfied at the same mean value 3.55. Regarding to Licensing Facilitation Act, B.E. 2558 (2015 A.D.) and the ISO 9001:2015 (2015 A.D.), there was a requirement for the organization has to provide the service as comfortable as possible.

On other hand, the customers dissatisfied was found in the customer satisfaction with the quality of service in Frontline Staff - ready and willing to help in process/provided procedure 2.96. Followed by the process/provided procedure - the speed of service within the specified period with dissatisfied at mean value 2.86, and the facilities - open channels of feedback on services such as the feedback questionnaire with dissatisfied at mean value 2.85 due to the large number of customers with the low number of frontline staff and miscommunication.

The highest level of confidence in the quality of service was found in subject area of service to the public interest - staff is working faithfully with confidence at mean value 4.46. Followed by the transparency - the department has been informed of their rights on the service provided with confidence at mean value 3.95, and the availability - staff has responsibility for the operation with confidence at mean value 3.86. As a result of the strategic in the period of 20 years B.E.2560-2579 (2017-2026. A.D.) was set by Office of the Civil Service Commission (OCSC), the prestige strategic and building quality of government officers defined by the change in human resource management at the Department of Medical Sciences, Ministry of Public Health, Thailand.

Regarding to the research hypothesis, the study found that it may be the frontline staff response different from customer expectation. Customers may have high expectation about service from DMSc or frontline staff that DMSc and frontline staff do not understand. Frontline staff should have to find the real expectation from customers for response to the right way, make good service and have a good impression forever.

The knowledge capital was linked to core competency (Abel, 2008) with comprise the efficient combination of resources, knowledge, skills, technology, management skills in each organization also the inimitable to develop innovative product and service of an organization ability (Yang et al.,2015). It becomes more important to compete in commercial environments (N. Petts, 1997) with resources exist and differ in quality and readiness for an organization. The resources can efficiently be changed to proficiencies that distribute higher value, the organization gathers experience in many specific areas to transform into respected capabilities through deliberate speculation and earnings lots of human power and effort. Thus, core competency is able to deliver the organization with a well-coordinated system that purposes to deliver higher value to customers (Javidan, 1998).

The highest level of satisfaction with human resource management was found in subject area of the HR efficiency - staff is encouraged to career advancement with agree at mean value 3.03. Followed by the consistency of strategic - policies and plans of human resource contribute to achieving its mission with agree at mean value 3, the liability and HR management - the department communicates to staff acknowledge the rules, procedures and processes regarding HR regularly with agree at mean value 3, and the quality of work life balance - the welfare of welfare legislation meets the needs of the people such as the shops/restaurants welfare. Relief personnel matters such as (wedding disasters, illness, etc.), the location/equipment for fitness, etc., with agree at mean value 3. According to the procedures of evaluating the performance for government agencies in Civil Service Act B.E.2551 (2008. A.D.) with the individual development plan (IDP) and the six missions of the Department of Medical Sciences,

frontline staff were attentive to the development of self-improvement to work effectively.

According to the research results, there was association during age, educational level, occupation, position, request of service, reason of request and customer satisfactions on service-minded as same as an association among gender, position and frontline staff satisfaction in human resources on service-minded. This mean age, educational level, occupation, position, request of service, reason of request of customers effect to core competency, for instance, gender and position of frontline staff effect to core competency of the Department of Medical Sciences, Ministry of Public Health, Thailand.

Regarding to the research results, the core competency on service-minded among frontline staff of the Department of Medical Sciences, Ministry of Public Health, Thailand was divided into 3 essential elements were service-minded, integrity and expertise;

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┌─────────────────────────────────────────────────┐
│              Core Competency;                    │
│              • Service Minded                    │
│              • Integrity                         │
│              • Expertise                         │
├─────────────────────────────────────────────────┤
│              Service minded;                     │
│  • Good looking with Dress appropriately.        │
│  • Courtesy greeting service.                    │
│  • Ready and willing to help.                    │
├─────────────────────────────────────────────────┤
│                 Integrity;                       │
│  • The reliability of the service appropriately  │
│  • Provide the same service to all without       │
│    discrimination.                               │
│  • Open channels of feedback on services such    │
│    as the feedback questionnaire.                │
│  • The department has announced/published        │
│    information.                                  │
├─────────────────────────────────────────────────┤
│                 Expertise;                       │
│  • Staff are advising, counseling and encouraged │
│    to career advancement                         │
│  • Policies and plans of human resource          │
│    contribute to achieving its mission           │
│  • The department communicates to staff          │
│    acknowledge the rules, procedures and         │
│    processes regarding HR regularly              │
│  • The welfare of legislation meets the needs    │
│    of the people, relief personnel matters, and  │
│    the location/equipment for fitness, etc.,     │
└─────────────────────────────────────────────────┘
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Figure 6: Core Competency of the Department of Medical Sciences,

Ministry of Public Health, Thailand

According to the research results, there was association during age, educational level, occupation, position, request of service, reason of request and customer satisfactions on service-minded as same as an association among gender, position and frontline staff satisfaction in human resources on service-minded. This mean age, educational level, occupation, position, request of service, reason of request of customers' effect to core competency, for instance, gender and position of frontline

staff effect to core competency of the Department of Medical Sciences, Ministry of Public Health, Thailand.

The results also showed that the characteristics of core competency need to associate with other factors affecting the development of core competency which was **facilities and service processes** with details as follows;

- Providing onsite services such as queue, etc.

- The property is clean and suitable.

- The notice or notification procedures and duration of service.

- The adequacy of equipment for clients such forms with pen, etc.

- A sign/symbol/PR

- The adequacy of facilities, such as public telephone, drinking water, toilet seat, etc.

- The service follows the step as announced or listed.

- Appropriate services that are accessible, convenient and quick.

- Speed of service within the specified period.

- Quality service, accurate, timely.

- The department uses technology and accelerates properly.

Moreover, the overall satisfaction and confidence level by 174 customers and the overall satisfaction of 30 frontline staff in human resources management showed that there were constant factors associated with core competency of the Department of Medical Sciences, Ministry of Public Health, Thailand need to develop in following areas;

Facilitation;

- Database depicted in information system for human resource management; accurate, current, and can be used practically.

- Good atmosphere in the workplace.

  - to improve equipment and facilities, also location as modern office.

  - comfortable and friendly working environments.

  - more teamwork, lesson learned and exchange of ideas and experiences.

Human Resources Management;

- The decisions of the senior management in the areas of human resources, such as salaries, appointment, transfer and development, and is based on the integrity, ability and work experience should be decided.

- Evaluation of the performance can be classified/split-level performance clearly.

- The development of career path.

- The development of information technology in human resources management.

- Good governance in management.

Expertise;

- To develop performance, ability and essential knowledge matching the position.

- To develop teamwork skills.

Benefits;

- Quality of life, health, financial and social aspects of work.

- Salary Advancement.

- Benefits achieving more than the legal limit.

- More additional benefits than government grants.

However, there are some information that some frontline staff were unknown from the Department of Medical Sciences, Ministry of Public Health, Thailand announcement;

- The decisions of the senior management in the areas of human resources, such as salaries, appointment, transfer and development, and is based on the integrity, ability and work experience.

- Database depicted in information system for human resource management; accurate, current, and can be used practically.

- To promote the development of supervisors at all levels continuously.

- The development of personnel policies is clear.

- Staff is fairness and equality by implementing human resource management, such as the appointment of a move to transfer the salaries, and development and so on.

- Evaluation of the performance can be classified/split-level performance clearly.

- The department has selected and developed a group of people with the skills and performance.

- Cost of HR activities was worthwhile, such as training seminars, study and so on.

- Staff was satisfied with the development of information technology services in the areas of human resource management.

- Staff was satisfied with the overall performance of the activities of human resource management.

- Staff believes that the management of the government is a good model.

- The salaries of government in connection with the evaluation of the performance of individuals.

- Staff is satisfied with the results and assess the performance of official salaries in the coming years

- The results of opinion polls and satisfaction, improve human resource management in the agency.

- Policies and plans of human resource contribute to achieving its mission.

- The department is exploring a number of people regularly.

- To recruit, appoint, as required with needed.

- Staff has the skills or performance to be selected in accordance with the development plan and career advancement.

4. Recommendation

4.1 General recommendation for further research

4.1.1 This research study was based on the Department of Medical Sciences, Ministry of Public Health, Thailand and with small sample size, could not be known

about the attitudes of frontline staff in other government offices. The human resource based-study targeting on wider population with bigger sample was recommended.

4.1.2 The Department of Medical Sciences, Ministry of Public Health, Thailand has the center in Nonthaburi province and 15 Regional Medical Sciences Centers which are located in prominent provinces of Thailand. It would be interesting to compare and contrast the attitudes towards other governance offices throughout 77 provinces in Thailand.

4.1.3 This was a cross-sectional descriptive research with lacks analytical expressions. Some objectives could be explored in higher statistics to examine the association between satisfaction of customers and satisfaction of frontline staff.

4.1.4 More comprehensive approach in other public sectors or outside public sectors can benefit the literature significantly.

4.1.5 Qualitative study on the satisfaction of service recipients to all services should be conducted for more information and new knowledge and can be used to systematically and develop more effective services.

4.1.6 Making the evaluations to develop each core competency of personnel developed to take into consideration the position adjustment and pay the appropriate salary for cost-effective budgeting is suggested.

4.2 Specific for the Department of Medical Sciences, Ministry of Public Health, Thailand

4.2.1 This research study exposed that customers satisfied and confidence with the quality of services at the Department of Medical Sciences, Ministry of Public Health, Thailand because of not many factors. It should recheck the authenticity of customers' real attitude by the department.

4.2.2 Despite good results in satisfaction and confidence in the quality of service, the study indicated that not many respondents were satisfied and confidence in some areas. It would be worthy to survey customers' satisfaction and confidence on those areas in the future.

4.2.3 This research study also exposed that frontline staff disagreed in human resource management at the Department of Medical Sciences, Ministry of Public Health, Thailand because of not many factors and limited respondents. It should study by the authenticity of employees' real attitude by the department again.

4.2.4 There were not good results in human resource management because the study indicated in not many respondents. It would be better to survey frontline staff satisfactions on some areas or it would be worthy to survey employees of the Department of Medical Sciences, Ministry of Public Health, Thailand.

4.2.5 The gap on core competencies should be concentrated on descriptive work. It should be further studied in the following areas: decision making, mastery, service mind and coordination which related with OCSC's core competency.

4.2.6 The department should to pay attention to the constant factors associated with core competency of the Department of Medical Sciences, Ministry of Public Health, Thailand which were facilitation, human resources management, expertise and benefits need to develop then improve follow the ranking as soon as possible.

4.2.7 The department should improve the communication between different division and level of command.

4.3 Specific for policy to improve service quality

4.3.1 Service minded is the superior performance that frontline staff should deliver to customers as the priority of core competencies. Integrity was also important

because the department was supposed to be neutral and no conflict among stakeholders. The department must cultivate the values of service mindedness to frontline staff and concentrates on achievement in the service rendered.

4.3.2 The evaluation should be made in the performance of duties after the training, coaching was available to solve the problem of limited or shortage of personnel as well. If coaching or pre-test post-test training was offered, a certificate or reward would be more successful. If there an e-training course was available for frontline staff, it could improve the efficiency of the work.

4.3.3 The department should focus on this position to help driving the core business, instill a sense of self-improvement and job development. The implementation of international standard will make more systematic development. It can improve the development of customers and staff as well as some important data to support executive decision making.

4.3.4 To develop core competency and essential factors matching the position of organization can help improving operational efficiency and effectiveness in quality of service.

4.3.5 Policy and strategy should be aligned with core competency development to improve the performance of employees.

4.3.6 The department should promote the importance of self-development of personnel based on benchmark criteria and world wild.

5. Study Limitations

Cross-sectional descriptive research was an observational study with length biased sampling, as the sample size was small, it suffers from major problems even though this study satisfied its object areas. The study was restricted to the set of

objectives; thus, the data was unexplored. Therefore, it was not possible to obtain statistically significant difference in satisfaction or confidence variables. The problem was men responded more than women which could be due to selection bias as same as the case of frontline staff which women responded more than men. The interviewer was an employee of the Department of Medical Sciences, Ministry of Public Health, Thailand which must have been some distortion in the manners interviewers selected subjects. There was a good chance of random errors in this study. Although the questionnaire was originally in Thai and for convenience to use without translated, there were some technical words and lengthy questions which could be easily misunderstood. Due to this problem, respondents might have responded wrongly. For frontline staff questionnaire, information and respondents bias must have occurred. Most of respondents were young and had just few work experiences. They could have misunderstood or misinterpreted the questionnaire.

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APPENDIX

Administration and Budgets

No.	Activities	Unit	Number of Unit	Cost per Unit (Baht)	Total (Baht)
					30,000
1	Data collecting				
	- Software & training	-	1	2,000	2,000
2	Record review	Person(s)	1	500	500
3	Data collecting training	Person(s)	2	500	1,000
4	Travel and representation Expense				
	- Travel (transportation)	Times	5	500	2,500
	- Representation	Person(s)	200	500	10,000
5	Translation cost	page(s)	200	500	10,000
6	Supplies expense (included photocopy)	Piece(s), page(s)	n/a	n/a	1,000
7	Telecommunications expense	Times	n/a	3 (per second)	1,000
8	Contingent charge	n/a	n/a	n/a	2,000

In-Depth Interview with 3 key persons the Department of Medical Sciences'

Executive Management

Date of conducting in-depth interview:_____

Time Started: _____ **Time Ended:** _____

Interviewer Name: _____

Details of participants:

Position	Department	Opinion/Commentary

II. Guideline for conduction in-depth interview

There are 3 keys person who will be the participant which will be conducted by interviewer.

III. Question guideline for in-depth interview

  a. What is the priority of core competency?

  b. What are the criteria for core competency setting in your considering?

  c. What are the appropriate ways or method used to solve problems and develop capacity of core competency?

Customer Satisfaction and Confidence in Quality of Services

Date..

The researchers conducted a survey on this issue. The objective is to measure satisfaction and dissatisfaction of customers. Please fill out a questionnaire based on facts in order to improve service quality and develop the organization's operations even further.

Part 1 Overview of respondents

1.1 Gender   (   ) Male   (   ) Female

1.2 Age   (   ) Below 20 years old (   ) 20 - 29 years old (   ) 30 - 39 years old

                (   ) 40 - 49 years old   (   ) 50 - 59 years old   (   ) 60 years and above

1.3 Education (   ) Undergraduate   (   ) Bachelor's Degree   (   ) Master's Degree

                (   ) Doctor's degree (   ) Other ....

1.4 Type of organization   (   ) *Government* Agencies   (   ) Private Sector

                (   ) Educational institution   (   ) State Enterprises

                (   ) Public Organizations   (   ) Other....................

1.5 Position   (   ) Business Owner/Owned enterprises

                (   ) senior manager (above Director)

                (   ) Middle management (Head of group)

                (   ) Employees/Officers   (   ) Lecturer/Researchers/Academics

                (   ) Student   (   ) Other..................

1.6 Request of service

    (   ) **Samples to analytical laboratories;** (Select one or more answer)

        (   ) Narcotics / drugs in urine (   ) Poisons   (   ) Cosmetics

        (   ) Medicines/drugs   (   ) Herbs   (   ) The disease diagnosis

        (   ) Hazardous substance   (   ) Radiation and Medical Devices

        (   ) Food, water, ice, drinks (   ) Other....................

    (   ) **Other..**

1.7 The reason of request (Select one or more answer)

        (   ) Provided by this department (   ) Law enforcement (   ) Reliable results

        (   ) Other……………………

1.8 Service history

        (   ) First time   (   ) 2 – 10 times/year   (   ) More than 10 times/year

Part 2 Satisfaction with the quality of service (Please ✓ in the box that matches your comments as possible.)

Satisfaction Statements	Level of Satisfaction				
	Strongly Satisfy (5)	Satisfy (4)	Neutral (3)	Dis satisfy (2)	Strongly Dissatisfy (1)
2.1 Process / provided procedure					
1) Providing onsite services such as queue, etc.					
2) The service follows the step as announced or listed.					
3) Speed of service within the specified period.					
4) The reliability of the service appropriately.					
2.2 Frontline Staff					
5) Good looking with dress appropriately.					
6) Courtesy greeting service.					
7) Ready and willing to help.					
8) Provide the same service to all without discrimination.					
2.3 Facilities					
9) A sign / symbol / PR.					
10) The notice or notification procedures and duration of service.					
11) Appropriate services that are accessible, convenient and quick.					
12) There are open channels of feedback on services such as the feedback questionnaire.					
13) The adequacy of equipment for clients such forms with pen, etc.					
14) The adequacy of facilities, such as public telephone, drinking water, toilet seat, etc.					

15) The property is clean and suitable.					

Part 3 Confidence in the quality of service. (Please ✓ in the box that matches your comments as possible.)

Confidence statement	Level of Confidence					Unknown
	Strongly Confidence (5)	Confidence (4)	Neutral (3)	Not Confidence (2)	Strongly Not Confidence (1)	No Comment (0)
3.1 Service to the public interest						
16) Staff are working faithfully.						
3.2 Availability						
17) Staff have responsibili-ty for the operation.						
18) Staff have knowledge and expertise to the job.						
19) Staff are advising and counseling.						
3.3 Transparen-cy						
20) The department has						

Confidence statement	Level of Confidence					Unknown
	Strongly Confidence (5)	Confidence (4)	Neutral (3)	Not Confidence (2)	Strongly Not Confidence (1)	No Comment (0)
announced /published information.						
21) The department has been informed of their rights on the service provided.						
22) Staff have an operational transparency that can be checked.						
3.4 Speed of service						
23) The department uses technology and accelerate properly.						
24) The department has an appropriate service.						

Confidence statement	Level of Confidence					Unknown
	Strongly Confidence **(5)**	**Confidence** **(4)**	**Neutral** **(3)**	**Not Confidence** **(2)**	**Strongly Not Confidence** **(1)**	**No Comment** **(0)**
3.5 Facilitation						
25) Quality service, accurate, timely.						

Part 4 Suggestions / feedback to improve services.

4.8 You will encourage others to use this service.

( ) Yes

( ) No

( ) Not sure

4.9 If you have the opportunity to choose the service, you will be served here.

( ) Yes

( ) No

( ) Not sure

4.3 Highlights of the service (Please indicate in descending order from most to least).

(1)...

(2)...

(3)...

4.4 Please advise the quality of service which have to improve the most 3 as matters.

(1)...

(2)...

(3)...

4.5 What you expect from here. (Please indicate in descending order from most to least).

(1)..

(2)..

(3)..

4.6 Not satisfied with the service. (Please indicate in descending order from most to least).

(1)..

Why...

(2)..

Why...

(3)..

Why...

4.7 Channels that you want to communicate with the department. (Please indicate in descending order from most to least).

(1)..

(2)..

(3)..
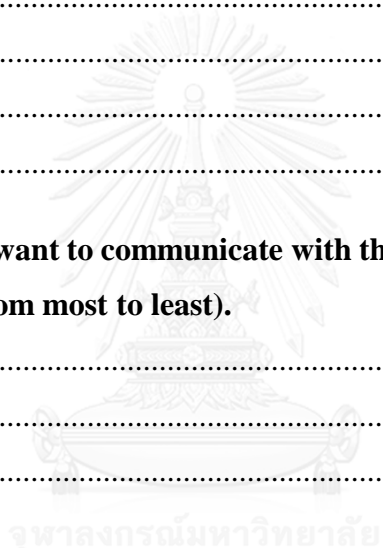
Thank you for giving us the opportunity to serve you better

Frontline Staff Survey on Human Resources Satisfaction

Date...

The researchers conducted a survey on this issue. The objective was to survey personnel satisfaction with HR. According to the Framework for Achievement of Human Resources Management (HR Scorecard) with 5 dimensions; 1. Consistency of Strategic 2. HR Effectiveness 3. HR Efficiency 4. Liability and HR Management 5. Quality of Work Life Balance. The questionnaire consisted of 32 questions to fill out based on facts for the sake of performance improvement and human resource development even further.

Part 1 Overview of respondents

1.1 Gender   (   ) Male   (   ) Female

1.2 Age   (   ) Below 20 years old (   ) 20 - 29 years old   (   ) 30 - 39 years old

(   ) 40 - 49 years old   (   ) 50 - 59 years old   (   ) 60 years and above

1.3 Education (   ) Undergraduate   (   ) Bachelor's Degree (   ) Master's Degree

(   ) Doctor's degree   (   ) Other ....

1.4 Position   (   ) Civil Servant   (   ) Permanent Staff   (   ) Temporary Worker

(   ) Government Employee   (   ) Ministry of Public Health Emplo

1.5 Work Experience(s)

(   ) Less than 1 year   (   ) 1-3 years   (   ) 3-5 years

(   ) 5-7 years   (   ) 7-10 years   (   ) More than 10 years

Part 2 Satisfaction with Human Resource Management (Please ✓ in the box that matches your comments as possible.)

Satisfaction Statements	Level of Satisfaction				
	Strongly Agree (4)	Agree (3)	Disagree (2)	Strongly Disagree (1)	Unknown (0)
Dimension 1 Consistency of Strategic					
1) Policies and plans of human resource contribute to achieving its mission					
2) The department has enough manpower.					
3) The department are exploring a number of people regularly					
4) To recruit, appoint, as required with needed.					
5) Staff have the skills or performance to be selected in accordance with the development plan and career advancement.					
6) The development of personnel policies is clear.					
7) The department has selected and developed a group of people with the skills and performance.					
8) Staff believes that the management of the government is a good model.					
9) To promote the development of supervisors at all levels continuously.					
Dimension 2 HR Effectiveness					

Satisfaction Statements	Level of Satisfaction				
	Strongly Agree (4)	Agree (3)	Disagree (2)	Strongly Disagree (1)	Unknown (0)
10) Staff were satisfied with the overall performance of the activities of human resource management.					
11) Database depicted in information system for human resource management; accurate, current, and can be used practically.					
12) Cost of HR activities are worthwhile, such as training seminars, study and so on.					
13) Staff were satisfied with the development of information technology services in the areas of human resource management.					
Dimension 3 HR Efficiency					
14) The department have an extra incentive to achieve organizational commitment.					
15) Staff are encouraged to career advancement.					
16) the results of opinion polls and satisfaction, improve human resource management in the agency.					
17) The direct supervisor supports the development and learning.					
18) Evaluation of the performance can be classified / split-level performance clearly.					

Satisfaction Statements	Level of Satisfaction				
	Strongly Agree (4)	Agree (3)	Disagree (2)	Strongly Disagree (1)	Unknown (0)
19) The salaries of government in connection with the evaluation of the performance of individuals.					
20) Staff have been developing their knowledge and skills in line with the results of assessment practice.					
21) Staff are satisfied with the results and assess the performance of official salaries in the coming years.					
Dimension 4 Liability and HR Management					
22) The department communicates to staff acknowledge the rules, procedures and processes regarding HR regularly.					
23) Staff can access the channel by appeals and grievances that will not affect their own.					
24) The decisions of the senior management in the areas of human resources, such as salaries, appointment, transfer and development, and is based on the integrity, ability and work experience.					

Satisfaction Statements	Level of Satisfaction				
	Strongly Agree (4)	Agree (3)	Disagree (2)	Strongly Disagree (1)	Unknown (0)
25) Staff are fairness and equality by implementing human resource management, such as the appointment of a move to transfer the salaries, and development and so on.					
Dimension 5 Quality of Work Life Balance					
26) Staff were satisfied with the environment and working atmosphere.					
27) The environment and working atmosphere that encourages use their full potential.					
28) The department uses technology to promote and support the government can be streamlined. And effective					
29) The welfare of welfare legislation meets the needs of the people such as the shops/restaurants welfare. Relief personnel matters such as (wedding disasters, illness, etc.), the location/equipment for fitness, etc.					
30) Staff are satisfied with the benefits and facilities that the government provides.					

Satisfaction Statements	Level of Satisfaction				
	Strongly Agree (4)	Agree (3)	Disagree (2)	Strongly Disagree (1)	Unknown (0)
31) The promotion of activities to build good relations between management and staff of a government worker.					
32) The overall relationship of agency staff and workers in other departments are effectively honor the hospitality and trust each other.					

Part 3 Suggestions to improve operational performances

3.1 Do you think your organization is transparent and fair in HR Management?

( ) Yes

( ) No

3.2 Do you thinking to quit in the past year?

( ) Yes

( ) No

3.3 Do you thought transferred to other government agencies in the past year?

( ) Yes

( ) No

3.4 Please select the HR departments should be improved urgently (Please indicate in descending order of descending from 1 to 3).

_____ Quality of life, health, financial and social aspects of work

_____ The development of career path

_____ Evaluation of work

_____ Good atmosphere in the workplace

_____ The development of knowledge, skills and competencies of staff

_____ *Salary* Advancement

_____ Recruitment

_____ Building and equipment improvement

_____ Benefits achieving more than the legal limit

_____ The nomination

_____ Providing information on human resource management

_____ The development of information technology in human resources management

3.5 What you expect from your organization to develop operational performance. (Please indicate in descending order from most to least).

(1)...

(2)...

(3)...

Thank you for giving us the opportunity to serve you better

แบบฟอร์มการสำรวจความพึงพอใจและไม่พึงพอใจ
ของผู้รับบริการเกี่ยวกับคุณภาพการให้บริการ
วันที่ให้ข้อมูล...

ผู้วิจัยได้จัดทำแบบสำรวจฉบับนี้ขึ้น โดยมีวัตถุประสงค์เพื่อวัดความพึงพอใจและความไม่พึงพอใจของ
ผู้รับบริการ จึงขอความกรุณาจากท่านในการกรอกแบบสอบถามตามข้อเท็จจริง เพื่อประโยชน์ในการปรับปรุง
คุณภาพการให้บริการและพัฒนาการดำเนินงานขององค์กรให้ดียิ่งขึ้น

ตอนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

1.1 เพศ ( ) ชาย ( ) หญิง

1.2 อายุ ( ) ต่ำกว่า 20 ปี ( ) 20 - 29 ปี ( ) 30 - 39 ปี

( ) 40 - 49 ปี ( ) 50 - 59 ปี ( ) 60 ปี ขึ้นไป

1.3 ระดับการศึกษา ( ) ต่ำกว่าปริญญาตรี ( ) ปริญญาตรี

( ) สูงกว่าปริญญาตรี ( ) อื่นๆ(ระบุ)....................

1.4 หน่วยงาน ( ) ราชการ ( ) เอกชน ( ) สถาบันการศึกษา

( ) รัฐวิสาหกิจ ( ) องค์การมหาชน ( ) อื่นๆ (ระบุ)...................

1.5 สายงาน ( ) เจ้าของธุรกิจ/สถานประกอบการ ( ) ผู้บริหารระดับสูง (ผู้อำนวยการขึ้นไป)

( ) ผู้บริหารระดับกลาง-ต้น (หัวหน้าฝ่าย/กลุ่ม) ( ) พนักงาน/เจ้าหน้าที่

( ) อาจารย์ ( ) นักวิจัย/นักวิชาการ

( ) นักเรียน/นิสิต/นักศึกษา ( ) อื่น ๆ (ระบุ)...............................

1.6 งานที่ขอใช้บริการ (เลือกตอบได้มากกว่า 1 ข้อ)

( ) ส่งตัวอย่างเพื่อตรวจวิเคราะห์ทางห้องปฏิบัติการ ด้าน

( ) วัตถุเสพติด/สารเสพติดในปัสสาวะ ( ) สารพิษ

( ) เครื่องสำอาง ( ) ยา

( ) สมุนไพร ( ) การตรวจชันสูตรโรค

( ) วัตถุอันตราย ( ) รังสีและเครื่องมือแพทย์

( ) อาหาร,น้ำ, น้ำแข็ง,เครื่องดื่ม ( ) อื่น ๆ (ระบุ)..................

( ) อื่นๆ (ระบุ)..................

1.7 สาเหตุที่เลือกใช้บริการ (เลือกตอบได้มากกว่า 1 ข้อ)

( ) ผลน่าเชื่อถือ ( ) กฎหมายบังคับ ( ) รับบริการได้ที่นี่แห่งเดียว ( ) อื่นๆ(ระบุ)...........

1.8 ท่านใช้บริการ ( ) ครั้งแรก ( ) เคยมากกว่า 2 – 10 ครั้ง/ปี ( ) เคยมากกว่า 10 ครั้งขึ้นไป/ปี

ตอนที่ 2 ความพึงพอใจในคุณภาพการให้บริการ (โปรดทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด)

ประเด็นความพึงพอใจ	ระดับความพึงพอใจ				
	พอใจมากที่สุด (5)	พอใจมาก (4)	พอใจปานกลาง (3)	พอใจน้อย (2)	พอใจน้อยที่สุด (1)
2.1 กระบวนการ/ขั้นตอนการให้บริการ					
1) การให้บริการตามลำดับก่อนหลัง เช่น มีบัตรคิว เป็นต้น					
2) การให้บริการเป็นไปตามขั้นตอนที่ติดประกาศ หรือแจ้งไว้					
3) ความรวดเร็วในการให้บริการภายในระยะเวลา ที่กำหนด					
4) สามารถตรวจสอบกระบวนการให้บริการที่ น่าเชื่อถือได้อย่างเหมาะสม					
2.2 เจ้าหน้าที่หรือบุคลากรที่ให้บริการ					
5) ความเหมาะสมในการแต่งกายของผู้ให้บริการ					
6) มารยาท การทักทายผู้รับบริการ					
7) มีความพร้อม ความเต็มใจช่วยเหลือ และความ เอาใจใส่ในการให้บริการ					
8) ให้บริการเหมือนกันทุกรายโดยไม่เลือกปฏิบัติ					
2.3 สิ่งอำนวยความสะดวก					
9) มีป้าย/สัญลักษณ์/ประชาสัมพันธ์ บอกจุดบริการ					
10) มีการติดประกาศหรือแจ้งขั้นตอนและ ระยะเวลาการให้บริการ					
11) มีช่องทางในการให้บริการที่เหมาะสม สามารถ เข้าถึงได้สะดวกและรวดเร็ว					

12) มีช่องทางการเปิดรับฟังข้อคิดเห็นต่อการให้บริการ เช่น กล่องรับความคิดเห็น แบบสอบถาม เป็นต้น					
13) ความเพียงพอของอุปกรณ์สำหรับผู้รับบริการ เช่น ปากกา แบบฟอร์มพร้อมใช้ รถเข็น ภาชนะใส่ตัวอย่าง เป็นต้น					
14) ความเพียงพอของสิ่งอำนวยความสะดวก เช่น โทรศัพท์สาธารณะ น้ำดื่ม ที่นั่งคอยรับบริการ ห้องสุขา เป็นต้น					
15) สถานที่ให้บริการมีความสะอาดและเหมาะสม					

ตอนที่ 3 ความเชื่อมั่นในคุณภาพการให้บริการ (โปรดทำเครื่องหมาย ✓ หรือ ✗ ลงในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด)

ประเด็นความเชื่อมั่น	ระดับความเชื่อมั่น/ความคิดเห็น					ไม่ทราบ/ไม่มีความคิดเห็น (0)
	เชื่อมั่นมากที่สุด (5)	เชื่อมั่นมาก (4)	เชื่อมั่นปานกลาง (3)	เชื่อมั่นน้อย (2)	เชื่อมั่นน้อยที่สุด (1)	
3.1 บริการเพื่อประโยชน์ของประชาชน						
16) เจ้าหน้าที่มีการปฏิบัติงานอย่างซื่อสัตย์ เช่น ไม่ขอสิ่งตอบแทน ไม่รับสินบน ไม่หาประโยชน์ในทางมิชอบ เป็นต้น						
3.2 ความพร้อมให้บริการ						
17) เจ้าหน้าที่ให้บริการมีความรับผิดชอบในการปฏิบัติงาน						

18) เจ้าหน้าที่มีความรู้ ความสามารถ ความชำนาญ เหมาะสมกับงาน						
19) เจ้าหน้าที่มีการให้ คำแนะนำและคำปรึกษา						
3.3 ความโปร่งใส						
20) หน่วยงานมีการเปิดเผย/ เผยแพร่ข้อมูลข่าวสารให้ทราบ						
21) หน่วยงานมีการแจ้งให้ ทราบถึงสิทธิต่างๆ ในการรับ บริการ						
22) เจ้าหน้าที่มีการปฏิบัติงาน โปร่งใส สามารถตรวจสอบได้						
3.4 ความรวดเร็วในการบริการ						
23) หน่วยงานมีการใช้ เทคโนโลยีและอุปกรณ์เพิ่ม ความสะดวกรวดเร็วได้อย่าง เหมาะสม						
24) หน่วยงานมีขั้นตอนการ บริการที่เหมาะสม						
3.5 การอำนวยความสะดวก						
26) ท่านได้รับบริการที่มี คุณภาพ ถูกต้อง ครบถ้วน เหมาะสมแก่เวลา						

ตอนที่ 4 ข้อเสนอแนะ/ข้อคิดเห็นเพื่อปรับปรุงการให้บริการ

4.10 ท่านจะแนะนำให้ผู้อื่นมาใช้บริการที่นี่

( ) แนะนำ

( ) ไม่แนะนำ

( ) ไม่แน่ใจ

4.11 หากท่านมีโอกาสเลือกสถานที่รับบริการ ท่านจะเข้ารับบริการที่นี่

      ( ) มาแน่นอน

      ( ) ไม่มาแน่นอน

      ( ) ไม่แน่ใจ

4.3 จุดเด่นของการให้บริการ (โปรดระบุโดยเรียงลำดับจากมากไปหาน้อย)

(1)...

(2)...

(3)...

4.4 โปรดให้คำแนะนำคุณภาพการให้บริการของที่นี่ ที่ต้องพัฒนาให้ดีขึ้นมากที่สุด 3 เรื่อง

(1)...

(2)...

(3)...

4.5 สิ่งที่ท่านคาดหวังจากที่นี่ (โปรดระบุโดยเรียงลำดับจากมากไปหาน้อย)

(1)...

(2)...

(3)...

4.6 ความไม่พึงพอใจต่อการให้บริการ (โปรดระบุโดยเรียงลำดับจากมากไปหาน้อย)

(1)...

เหตุผล..

(2)...

เหตุผล..

(3)...

เหตุผล..

4.7 ช่องทางที่ท่านต้องการติดต่อสื่อสาร (โปรดระบุโดยเรียงลำดับความสะดวกจากมากไปหาน้อย)

(1)...

(2)...

(3)...

<div align="center">

ขอขอบพระคุณอย่างสูงที่ท่านให้ความอนุเคราะห์ตอบแบบสำรวจ

</div>

แบบฟอร์มการสำรวจความคิดเห็นและความพึงพอใจเกี่ยวกับการบริหารทรัพยากรบุคคล

วันที่ให้ข้อมูล..

ผู้วิจัยได้จัดทำแบบสำรวจฉบับนี้ขึ้น โดยมีวัตถุประสงค์เพื่อสำรวจความคิดเห็นและความพึงพอใจเกี่ยวกับการ
บริหารทรัพยากรบุคคลของบุคลากร ตามกรอบมาตรฐานความสำเร็จด้านการบริหารทรัพยากรบุคคล (HR
Scorecard) 5 มิติ ของสำนักงาน ก.พ. <u>มิติที่ 1</u> ความสอดคล้องเชิงยุทธศาสตร์ <u>มิติที่ 2</u> ประสิทธิภาพของ
กระบวนการบริหารทรัพยากรบุคคล <u>มิติที่ 3</u> ประสิทธิผลของการบริหารทรัพยากรบุคคล <u>มิติที่ 4</u> ความพร้อมรับ
ผิดด้านการบริหารทรัพยากรบุคคล และ<u>มิติที่ 5</u> คุณภาพชีวิตการทำงานและความสมดุลระหว่างชีวิตการทำงาน
โดยมีข้อคำถาม จำนวน 32 ข้อ จึงขอความกรุณาจากท่านในการกรอกแบบสอบถามตามข้อเท็จจริง เพื่อประโยชน์
ในการปรับปรุงสมรรถนะและการพัฒนาทรัพยากรบุคคลให้ดียิ่งขึ้น

ตอนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

1.1 เพศ　　　　( ) ชาย　( ) หญิง

1.2 อายุ　　　　( ) ต่ำกว่า 20 ปี　( ) 20 - 29 ปี　　　( ) 30 - 39 ปี

　　　　　　　( ) 40 - 49 ปี　( ) 50 - 59 ปี　　　( ) 60 ปี ขึ้นไป

1.3 ระดับการศึกษา

　　　　　　　( ) ต่ำกว่าปริญญาตรี　( ) ปริญญาตรี　( ) ปริญญาโท

　　　　　　　( ) ปริญญาเอก　　　( ) อื่น ๆ...................

1.4 สภานภาพปัจจุบัน

　　　　　　　( ) ข้าราชการ　　　　( ) ลูกจ้างประจำ　( ) พนักงานราชการ

　　　　　　　( ) พนักงานกระทรวงสาธารณสุข　　　　( ) ลูกจ้างชั่วคราว

a.　ระยะเวลาการปฏิบัติงานจนถึงปัจจุบัน

　　　　　　　( ) น้อยกว่า 1 ปี　( ) 1-3 ปี　　　( ) 3-5 ปี

　　　　　　　( ) 5-7 ปี　　　　( ) 7-10 ปี　　　( ) มากกว่า 10 ปีขึ้นไป

ตอนที่ 2 ความคิดเห็นและความพึงพอใจเกี่ยวกับการบริหารทรัพยากรบุคคล

(โปรดทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด)

ประเด็นความพึงพอใจ	ระดับความพึงพอใจ				
	เห็นด้วยอย่างยิ่ง (4)	เห็นด้วย (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)	ไม่ทราบข้อมูล (0)
มิติที่ 1 ความสอดคล้องเชิงยุทธศาสตร์					
1) นโยบายและแผนงานด้านการบริหารทรัพยากรบุคคลมีส่วนช่วยให้หน่วยงานบรรลุผลสำเร็จตามพันธกิจ					
2) หน่วยงานมีกำลังคนเพียงพอ					
3) หน่วยงานมีการสำรวจจำนวนกำลังคนอย่างสม่ำเสมอ					
4) ส่วนราชการมีการสรรหา บรรจุ แต่งตั้ง สอดคล้องกับความจำเป็น					
5) บุคลากรมีทักษะหรือสมรรถนะสูงที่ได้รับการคัดเลือกตามหลักเกณฑ์และพัฒนาตามแผนพัฒนาความก้าวหน้าในอาชีพ					
6) นโยบายในการพัฒนาบุคลากรมีความชัดเจน					
7) หน่วยงานมีการคัดเลือกและพัฒนาบุคลากรตัวอย่าง ทำให้ได้กลุ่มบุคคลที่มีทักษะและสมรรถนะสูง					
8) บุคลากรเชื่อมั่นว่าผู้บริหารของส่วนราชการเป็นแบบอย่างที่ดี					
9) มีการส่งเสริมให้มีการพัฒนาผู้บังคับบัญชาทุกระดับอย่างต่อเนื่อง					

ประเด็นความพึงพอใจ	ระดับความพึงพอใจ				
	เห็นด้วยอย่างยิ่ง (4)	เห็นด้วย (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)	ไม่ทราบข้อมูล (0)
มิติที่ 2 ประสิทธิภาพของกระบวนการบริหารทรัพยากรบุคคล					
10) บุคลากรมีความพึงพอใจต่อภาพรวมของประสิทธิภาพการดำเนินกิจกรรมการบริหารทรัพยากรบุคคล					
11) ฐานข้อมูลที่ปรากฏในระบบฐานข้อมูลสารสนเทศการบริหารทรัพยากรบุคคล มีความถูกต้อง เป็นปัจจุบัน และสามารถนำมาใช้ประโยชน์ได้จริง					
12) ค่าใช้จ่ายในการดำเนินกิจกรรมการบริหารทรัพยากรบุคคลมีความคุ้มค่า เช่น การฝึกอบรม สัมมนา การศึกษาดูงาน เป็นต้น					
13) บุคลากรมีความพึงพอใจต่อการพัฒนาระบบเทคโนโลยีสารสนเทศในการให้บริการด้านการบริหารทรัพยากรบุคคล					
มิติที่ 3 ประสิทธิผลของการบริหารทรัพยากรบุคคล					
14) มีการเสริมสร้างแรงจูงใจเพื่อให้เกิดความผูกพันต่อองค์การ					
15) บุคลากรได้รับการส่งเสริมให้มีความก้าวหน้าในอาชีพ					

ประเด็นความพึงพอใจ	ระดับความพึงพอใจ				
	เห็นด้วยอย่างยิ่ง (4)	เห็นด้วย (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)	ไม่ทราบข้อมูล (0)
16) มีการนำผลการสำรวจความคิดเห็นและความพึงพอใจมาปรับปรุงการบริหารทรัพยากรบุคคลในหน่วยงาน					
17) ผู้บังคับบัญชาโดยตรงให้คำแนะนำในการทำงาน สนับสนุนในการพัฒนาและเรียนรู้อยู่เสมอ					
18) การประเมินผลการปฏิบัติงานสามารถจำแนก/แยกระดับผลการปฏิบัติงานได้อย่างชัดเจน					
19) การพิจารณาเลื่อนเงินเดือนในส่วนราชการเชื่อมโยงกับระดับผลการประเมินผลการปฏิบัติงานส่วนบุคคล					
20) บุคลากรได้รับการพัฒนาความรู้และทักษะสอดคล้องกับผลการประเมินการปฏิบัติราชการ					
21) บุคลากรมีความพึงพอใจต่อผลการประเมินการปฏิบัติราชการและการเลื่อนเงินเดือนในปีที่ผ่านมา					
มิติที่ 4 ความพร้อมรับผิดด้านการบริหารทรัพยากรบุคคล					
22) มีการสื่อสารให้บุคลากรได้รับรู้รับทราบ หลักเกณฑ์ วิธีการ ขั้นตอน					

ประเด็นความพึงพอใจ	ระดับความพึงพอใจ				
	เห็นด้วยอย่างยิ่ง (4)	เห็นด้วย (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)	ไม่ทราบข้อมูล (0)
กระบวนการต่างๆเกี่ยวกับการบริหารทรัพยากรบุคคลอย่างสม่ำเสมอ					
23) บุคลากรสามารถเข้าถึงช่องทางการอุทธรณ์และร้องทุกข์โดยเชื่อว่าจะไม่ส่งผลกระทบต่อตนเอง					
24) การตัดสินใจของกลุ่มผู้บริหารระดับสูงในด้านการบริหารทรัพยากรบุคคล เช่น การแต่งตั้ง การโอนย้าย การเลื่อนเงินเดือน และการพัฒนา เป็นต้น ตั้งอยู่บนหลักคุณธรรมตามความสามารถและผลงานอย่างแท้จริง					
25) บุคลากรได้รับความเป็นธรรมและความเสมอภาคจากการดำเนินการด้านการบริหารทรัพยากรบุคคล เช่น การแต่งตั้ง การโอนย้าย การเลื่อนเงินเดือน และการพัฒนา เป็นต้น					
มิติที่ 5 คุณภาพชีวิตการทำงานและความสมดุลระหว่างชีวิตการทำงาน					
26) บุคลากรมีความพึงพอใจต่อสภาพแวดล้อมและบรรยากาศในการทำงาน					
27) มีสภาพแวดล้อมและบรรยากาศในการทำงานที่สนับสนุนให้สามารถใช้ศักยภาพได้อย่างเต็มที่					
28) มีการใช้เทคโนโลยีที่ส่งเสริมและสนับสนุนให้สามารถปฏิบัติราชการได้อย่างคล่องตัว และมีประสิทธิภาพ					

ประเด็นความพึงพอใจ	ระดับความพึงพอใจ				
	เห็นด้วยอย่างยิ่ง (4)	เห็นด้วย (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)	ไม่ทราบข้อมูล (0)
29) มีการจัดสวัสดิการ ที่นอกเหนือจากสวัสดิการตามกฎหมายตรงความต้องการของบุคลากร เช่น การจัดร้านค้า/ร้านอาหารสวัสดิการ การสงเคราะห์บุคลากรกรณีต่างๆ เช่น (ประสบภัยพิบัติ แต่งงาน เจ็บป่วย เป็นต้น) การจัดสถานที่/อุปกรณ์สำหรับออกกำลังกาย เป็นต้น					
30) บุคลากรมีความพึงพอใจต่อสวัสดิการและสิ่งอำนวยความสะดวกที่ส่วนราชการจัดเตรียมให้					
31) มีการส่งเสริมกิจกรรมนันทนาการเพื่อสร้างความสัมพันธ์อันดีระหว่างผู้บริหารของส่วนราชการกับบุคลากรและผู้ปฏิบัติงาน					
32) ความสัมพันธ์โดยรวมของบุคลากรในหน่วยงานและผู้ปฏิบัติงานในหน่วยงานอื่นๆ เป็นไปอย่างมีประสิทธิภาพ ให้เกียรติ มีไมตรีจิต และมีความไว้วางใจต่อกัน					

ตอนที่ 3 ข้อเสนอแนะในการพัฒนาสมรรถนะในการปฏิบัติงาน

3.1 ในภาพรวมท่านคิดว่าหน่วยงานของท่านมีความโปร่งใสและเป็นธรรมในการบริหารทรัพยากรบุคคล

( ) ใช่

( ) ไม่ใช่

3.2 ท่านมีความคิดจะลาออกในรอบปีที่ผ่านมา

( ) ใช่

( ) ไม่ใช่

3.3 ท่านมีความคิดจะขอโอนไปยังส่วนราชการอื่นในรอบปีที่ผ่านมา

( ) ใช่

( ) ไม่ใช่

3.4 โปรดเลือกเรื่องที่หน่วยงานบริหารทรัพยากรบุคคลควรปรับปรุงอย่างเร่งด่วน (โปรดระบุโดยเรียงลำดับจากมากไปหาน้อยจำนวน 3 ด้าน)

_____ การพัฒนาคุณภาพชีวิตด้านการทำงาน สุขภาพ การเงิน และสังคม

_____ การพัฒนาความก้าวหน้าในสายอาชีพ

_____ การประเมินผลการปฏิบัติราชการ

_____ การสร้างบรรยากาศที่ดีในการทำงาน

_____ การพัฒนาความรู้ ทักษะ และสมรรถนะของบุคลากร

_____ การเลื่อนเงินเดือน

_____ การสรรหาบุคลากร

_____ การปรับปรุงอาคารสถานที่ อุปกรณ์ เครื่องมือในการทำงาน

_____ สวัสดิการเพิ่มเติมนอกเหนือจากที่กฎหมายกำหนด

_____ การแต่งตั้ง โยกย้าย

_____ การให้ข้อมูลด้านบริหารทรัพยากรบุคคล

_____ การพัฒนาเทคโนโลยีสารสนเทศด้านบริหารทรัพยากรบุคคล

3.5 สิ่งที่ท่านคาดหวังจากองค์กรของท่านในการพัฒนาสมรรถนะการปฏิบัติงาน (โปรดระบุโดยเรียงลำดับจากมากไปหาน้อย)

(1)...

(2)...

(3)...

ขอขอบพระคุณอย่างสูงที่ท่านให้ความอนุเคราะห์ตอบแบบสำรวจ

คณะกรรมการพิจารณาจริยธรรมการวิจัยในคน กลุ่มสหสถาบัน ชุดที่ 1 จุฬาลงกรณ์มหาวิทยาลัย

254 อาคารจามจุรี 1 ชั้น 2 ถนนพญาไท เขตปทุมวัน กรุงเทพฯ 10330

โทรศัพท์/โทรสาร: 0-2218-3202 E-mail: eccu@chula.ac.th

COA No. 097/2560

ใบรับรองโครงการวิจัย

โครงการวิจัยที่ 043.1/60 : ความพึงพอใจของผู้รับบริการและสมรรถนะหลักด้านจิตบริการของ เจ้าหน้าที่บริการลูกค้ากรมวิทยาศาสตร์การแพทย์ กระทรวงสาธารณสุข ประเทศไทย

ผู้วิจัยหลัก : นางสาวกริณา เทวอักษร

หน่วยงาน : วิทยาลัยวิทยาศาสตร์สาธารณสุข จุฬาลงกรณ์มหาวิทยาลัย

คณะกรรมการพิจารณาจริยธรรมการวิจัยในคน กลุ่มสหสถาบัน ชุดที่ 1 จุฬาลงกรณ์มหาวิทยาลัย ได้พิจารณา โดยใช้หลัก ของ The International Conference on Harmonization – Good Clinical Practice (ICH-GCP) อนุมัติให้ดำเนินการศึกษาวิจัยเรื่องดังกล่าวได้

ลงนาม..
(รองศาสตราจารย์ นายแพทย์ปรีดา ทัศนประดิษฐ)
ประธาน

ลงนาม..
(ผู้ช่วยศาสตราจารย์ ดร.นันทรี ชัยชนะวงศาโรจน์)
กรรมการและเลขานุการ

วันที่รับรอง : 11 พฤษภาคม 2560

วันหมดอายุ : 10 พฤษภาคม 2561

เอกสารที่คณะกรรมการรับรอง

1) โครงการวิจัย
2) ข้อมูลสำหรับกลุ่มประชากรหรือผู้มีส่วนร่วมในการวิจัยและใบยินยอมของกลุ่มประชากรหรือผู้มีส่วนร่วมในการวิจัย
3) ผู้วิจัย
4) แบบสอบถาม

เลขที่โครงการวิจัย 043.1/60
วันที่รับรอง 1 1 พ.ค. 2560
วันหมดอายุ 1 0 พ.ค. 2561

เงื่อนไข

1. ข้าพเจ้ารับทราบว่าเป็นการผิดจริยธรรม หากดำเนินการเก็บข้อมูลการวิจัยก่อนได้รับการอนุมัติจากคณะกรรมการพิจารณาจริยธรรมการวิจัยฯ
2. หากใบรับรองโครงการวิจัยหมดอายุ การดำเนินการวิจัยต้องยุติ เมื่อต้องการต่ออายุต้องขออนุมัติใหม่ล่วงหน้าไม่ต่ำกว่า 1 เดือน พร้อมส่งรายงาน ความก้าวหน้าการวิจัย
3. ต้องดำเนินการวิจัยตามที่ระบุไว้ในโครงการวิจัยอย่างเคร่งครัด
4. ใช้เอกสารข้อมูลสำหรับกลุ่มประชากรหรือผู้มีส่วนร่วมในการวิจัย ใบยินยอมของกลุ่มประชากรหรือผู้มีส่วนร่วมในการวิจัย และเอกสารเชิญเข้า ร่วมวิจัย (ถ้ามี) เฉพาะที่ประทับตราคณะกรรมการเท่านั้น
5. หากเกิดเหตุการณ์ไม่พึงประสงค์ร้ายแรงในสถานที่เก็บข้อมูลที่ขออนุมัติจากคณะกรรมการ ต้องรายงานคณะกรรมการภายใน 5 วันทำการ
6. หากมีการเปลี่ยนแปลงการดำเนินการวิจัย ให้ส่งคณะกรรมการพิจารณารับรองก่อนดำเนินการ
7. โครงการวิจัยไม่เกิน 1 ปี ส่งแบบรายงานสิ้นสุดโครงการวิจัย (AF 03-12) และบทคัดย่อผลการวิจัยภายใน 30 วัน เมื่อโครงการวิจัยเสร็จสิ้น สำหรับ โครงการวิจัยที่เป็นวิทยานิพนธ์ให้ส่งบทคัดย่อผลการวิจัย ภายใน 30 วัน เมื่อโครงการวิจัยเสร็จสิ้น

VITA

Personal Profile:

Miss Kirana Dheva-aksorn

Educations:

2008 - 2010   Master of Information Technology (Accounting Information System)

Chulalongkorn University, Thailand

1999 - 2003   Bachelor of Accounting (Financial Accounting)

The University of the Thai Chamber of Commerce, Thailand

Scholarships:

2011 - Japanese Language and Culture Exchange Program, Saitama University, Japan.

2005 - Graduate Diploma in Fashion Design, Bangkok International Fashion Academy, Chulalongkorn University, Thailand.

Experiences:

2015 - Present - Plan and Policy Analyst (Practitioner Level)

The Department of Medical Sciences, Ministry of Public Health, Thailand

2014 – 2015 - Public Sector Development Officer (Practitioner Level)

Office of the Public Sector Development Commission, Thailand

Publication:

2016 - TQM Best Practices "Guidelines for the development of contextual quality standards of the Thai government", the 17th Symposium on TQM-Best Practices in Thailand, Foundation for TQM Promotion in Thailand, Thailand