

# Synthesis of Thai Public Human Resource Development in the Future

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## Abstract

The development of human resource management in the public sector is an important part of government administration which needs to be adjusted for constant change. The existing models of human resource development (HRD) that might have been thought as an effective tool need to be resynthesized. Specifically, determining the factors that affect the synthesis of the historical data and information from the current situation to predict the trends could be added in the models. The Thai government sector has still commonly used the training methods to develop the human resource management despite there are various methods which emphasize the organizational development method for HRD. Due to the technology advancement together with the epidemic crisis, the public sector needs to adjust itself to the virtual human resource development (VHRD), which is currently the most popular method and is also probably popular in the future. The factors that greatly influence the development of human resource in the Thai government are leader and budget. Applied to the futures wheel, the two factors create the four scenarios of HRD: 1) Prosperity HRD Model, 2) Non-Direction HRD Model 3) Priority HRD Model, and 4) Dysfunction HRD Model. The four scenarios may be useful for the organizations that are likely to face these situations. Such organizations can apply them to solve problems and to redesign their policies with the aim in preventing the problems that might happen in the future.

**Keywords:** Human Resource Development, Thai Public, Future

This study aims to answer the question, “What will become of Thai public human resource development in the future?” When considering human resource development (HRD), it can be viewed through various dimensions either as a broad or narrow picture. For a broader perspective of developing human resources, Goulet (1971) stated that HRD is a process which enables people to achieve their ultimate goals. This means achieving the shared values of development consisting of (1) a state of sustenance, (2) a state of having self-esteem, and (3) a state of having freedom from servitude (Qizilbash, 2002). For a narrower perspective of HRD at the individual and organizational level, Leonard Nadler defined it as “a series of organized activities, conducted within a specialized time and designed to produce behavioral changes” (Nadler and Nadler, 1989) (Lloyd, 2018). However, one of the most comprehensive and clear definitions of HRD summarizing both perspectives was suggested by McLean (2006) who defined HRD as any organized process or activity, either short-term or long-term, which contributes to the development

of work-based knowledge, expertise, productivity, and satisfaction, whether for personal gain, or for the benefit of an organization, community, nation, or even mankind (Bruns, 2014).

In the Thai government system, one key agency responsible for human resource management of the government is the Office of the Civil Service Commission (OCSC). As a primary agency for administration and development of the civil service, the OCSC understands the importance of having an established strategy for civil service development and proposed the first civil service development policy to be approved by the Cabinet in 1989. The second revision of the policy had been done in 1996 before Thailand underwent a major reformation in its bureaucratic system in 2002 which focused on shifting paradigm, transforming corporate culture, and strengthening the potential of civil servants in their work (Tjiptoherijanto, 2018). The OCSC then developed another strategy for

the development of civil servants in 2004 to be in line with the newly reformed government system and had the policy approved by the Cabinet on July 27, 2004. It was then used by government agencies as guidelines for the development of civil servants which progressed accordingly later on. However, on January 26, 2008, the Civil Service Regulations Act B.E. 2551 was enacted with a main intention to change the direction of the civil servant development system, from the original focus on developing civil servants' specific expertise to developing them as government officials with all-round yet deep knowledge who can be a driving force for the success of the organization (Huque and Jongruck, 2020). The civil servants were also expected to work with a primary focus more on the people and achievements (Ryzin, 2011).

As the government officials had to transform both their roles and their ways of thinking, the old strategy was then revised again resulting in the Civil Service Development Strategy 2009-2013 being enacted to support the 20-year national strategy in Chapter 6, Strategies for Balancing and Developing the Government Administrative System. The Public Human Resource Management Strategic Framework by the OCSC (2017-2036) has set out to enhance prestige and quality of civil servants by stipulating projects such as Competence Development for Government Officials 4.0 and the Talent Intelligence and Management system (Piansoongnern et al, 2011).

As for the forms of HRD, since the civil service development policy was approved with the Cabinet resolution on January 3, 1989, it can be said that there has been an awakening of the public sector in placing importance on the development of civil servants (Kelly et al, 2012). This can be seen from a rise in training and seminar activities, improvement and promotion of training organizations' status to be specialized institutions, work advancement of training officers, an addition of HRD officers, as well as a substantial increase in the training budgets of various government agencies. According to a study by Yavaprabhas (2005), it was found that the forms of HRD used by the public sector were training models focusing on providing knowledge for trainees to apply in performing official duties under the framework of government policies, laws, regulations or providing basic skills such as basic knowledge of computer software. It also

found that the public HRD, since 1997, has been in an era in which several tools are integrated (Kahnweiler and Otte, 2006). After the bureaucratic system reformation in 2002, the government has had to adjust to work faster, more efficiently, and more effectively and to place more emphasis on the satisfaction of the service recipients. The tools used include (1) the professional standard system for the public human resource management, (2) High Performance and Potential System (HiPPS), (3) HR Scorecard, (4) monetary rewards for government officials, etc. (Wedchayanon, 2013). Nonetheless, the government agencies are still often seen as obsolete organizations that are neither up-to-date with change, flexible, nor fluid. They are also perceived to be divided organizations, performing very little exchange of information between themselves, with a primary focus on the process rather than results and its adherence is mainly to the framework of legal powers, resulting in coordination with various sectors being done in the form of the public being the head and other sectors being the followers (Office of the Civil Service Commission, 2017).

From the aforementioned issues, HRD is therefore an important and necessary process at both domestic and international level. The public and private sectors have also shown how the knowledge body of HRD has developed and changed accordingly with the global context, causing the corresponding researcher to be interested in studying the factors affecting HRD in the public sector of Thailand, as well as synthesizing the future models for Thai public HRD. The research questions of this study are as follows;

Most of the previous papers focused on many areas in this issue, for example, the first one, Akdere and Egan studies in the title of "Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational performance". This study explores a long-standing, but rarely validated value chain. Since the inception of human resource development (HRD), the intersection between top organizational leadership, HRD, and organizational performance outcomes has been emphasized by scholars and practitioners (Akdere and Egan, 2020). The second one, Torraco and Lundgren studied in the title of

“What HRD Is Doing—What HRD Should be Doing: The Case for Transforming HRD”. The objective of this study seeks to provide a balanced perspective on HRD’s strengths and weaknesses and to conceptualize a new perspective on HRD and its transformation for the future. (Torraco and Lundgren, 2020). The third one, Mitsakis studied in the title of “Modify the Redefined: Strategic Human Resource Development Maturity at a Crossroads” This article further outlines how SHRD aspirations can be practiced within complex, dynamic, and continually changing business and economic environments. The SHRD literature is advanced by new insights on how HRD scholars and practitioners could assess and enhance the maturity of their HRD interventions in the context of constantly changing (dynamic) environments. (Mitsakis, 2019). The last one, Ali and other authors studied in the title of “Model of Human Resource Development (HRD) in the context of Indonesian food security”. The purpose of the article is to present the development of human potential in an organization against the background of other detailed sustainable HRM principles, to be followed by confronting the theory and the research results on the development of future competencies referring to industrial engineers in Poland as the professional group responsible for implementing the idea of cleaner production and Industry 4.0. (Ali et al, 2019).

The current study attempts to fill this gap in the literature by focusing on finding the factors affecting HRD in the Thai government system, and the future models of HRD in the Thai government system

## Method

### Participants

This research was conducted under the futures research methodology and included 2 steps: (1) case studies and (2) futures research synthesizing the HRD models in the Thai government system in the future.

**Step 1 - Case studies:** This type of research is useful for qualitative studies and HRD studies (Wongkiatkajorn, 2016) by conducting interviews. In-depth interviews were conducted with 20 government officials involved in HRD of 20 ministries in Thailand, and the researcher defines the purposive sampling from those who

have at least 5 years of experience in civil servant development at the ministry level.

**Step 2 - Futures research:** This step collected from 12 experts in public HRD including the university professors, and the academics.

### Measure

The questionnaire used to guide the in-depth interviews were drawn from the findings in the synthesis of documents, textbooks, and research on human resource development in the Thai public.

The interview was divided into two section; the first section was the questions on human resource development issues of each ministry, and the second part was a brainstorming session.

### Data Analyses

The data obtained from in-depth interviews, and the brain storming section were analyzed by analyzed using the software QDA Miner Lite to extract key messages, create codes, and group the codes to gather data, and using the 2x2 Matrix or the Global Business Network Matrix (GBN Matrix) technique according to Peter Schwartz (1991), the Futures Wheel created by Glenn (2009), and the Cross-Impact Matrix of Gordon and Helmer (1978)

The initial data were collected from 12 experts in public HRD including university professors, and academics through brainstorming sessions with details as follows;

1. Brainstorming by discussing the synthesized data from the step 1 of the research which were gathered from HRD officials in 20 ministries. Two most important factors were found.
2. The two factors obtained were used by dividing each factor into 2 directions and applying them on the axes of the scenario matrix using the 2x2 Matrix technique.
3. Experts considered possible scenarios in each square of the matrix. Each scenario was considered one at a time under the condition that the two directions on the axes of its square were to become reality. This was done to

outline the possible outcomes of HRD models in the Thai public sector under different contexts, especially on issues of forms, content, and civil servant groups relevant to HRD in the Thai government system.

4. Once the 4 most possible future scenarios were outlined, the experts were asked to consider the rationality behind each of them and add more details to these scenarios. The facilitator of the session also encouraged discussions about each scenario, before describing these 4 future scenarios from start to finish one more time to verify the validity of information with the session participants.

5. The experts were inquired to predict events or situations that are likely to occur following each future scenario in order to create the futures wheel for impacts of each scenario. They were asked to consider the expected outcome of the different future scenarios and then present their wheels to other participants. Additional comments and suggestions were then made in order to make each futures wheel as complete as possible.

6. The experts would then select 4 major impacts they deemed the most significant from each of the 4 futures wheel to create a matrix table for cross-impact analysis. This was done to analyze the correlation between each major impact and the other impacts in the matrix table. The experts were then asked to consider these interactions and add a plus sign (+) where they think that the impact on the vertical axis is likely to cause the impact on the horizontal axis. On the other hand, they were asked put a minus sign (-) where the impact on the vertical axis is likely to inhibit the impact on the horizontal axis. In cases where no association or interaction is likely to take place, a zero (0) was then applied.

7. The outcome of cross-impact analysis from the matrix table was summarized by considering the total number of plus signs in each column. If there were more + signs than other symbols, then the impact in that column is likely to positively cause the other impacts. On the contrary, if the total number of minus signs was greater than other symbols, it indicates that the impact is likely to inhibit the other impacts. If there were more 0s than the other two symbols in that column, then it can be interpreted that the impact is unlikely to interact or affect the other impacts.

8. The data from the scenarios, the futures wheels, and cross-impact matrix were synthesized to create the most possible future scenarios using these following principles; (1) considering the main factors affecting the future of the subjects of the study and writing a draft of the overall condition caused by such factors, (2) considering various issues of interest and writing what are expected to occur with the issues, and (3) considering and writing down all the expected impacts of the future scenarios of the studied subjects..

## Results

The results obtained from Step 1 through analyzing and synthesizing in-depth interviews with representatives of 20 ministries using QDA Miner Lite software found that two most significant factors on HRD: (1) executives' focus on HRD in the organization, and (2) budget for HRD in the organization, both of which are as shown in *Table 1*.

**Table 1: Factors affecting HRD in the Thai government system**

Code	Count	% Codes	Cases	% Cases
HRD18.2 Supportive executives	50	4.70%	16	80.00%
HRD19.3 Insufficient budget	38	3.50%	14	70.00%

The two factors retrieved from Step 1 would then be used in the futures research in Step 2, leading to results as follows;

### 1. Data analysis results from the 2x2 Matrix or Global Business Network Matrix (GBN Matrix) Technique

All experts were asked to freely add or reaffirm their opinions on factors or driving forces that are expected to affect the development of human resources in the Thai government system in the future. All opinions were then presented to the experts using the whiteboard function on Zoom software for them to explore

all points and reach a mutual understanding. Next, the two main factors were divided, each into 2 directions. The 4 directions were then used as axes of the future scenario matrix.

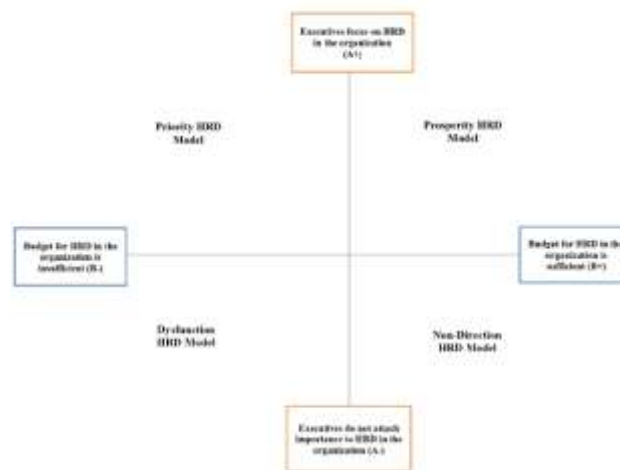
1) Factors related to executives on HRD in the organization include: Executives placing importance on HRD by supporting HRD projects, having a vision about HRD in the organization, providing clear directions on HRD in the organization, and participating in projects related to HRD. All of these can be divided into two directions:

- Executives focus on HRD in the organization.
- Executives do not attach importance to HRD in the organization.

2) Factors related to budget factor for HRD in the organization include the government's approval of the HRD budget and optimal or sufficient budget for HRD projects. All of these can be divided into two directions:

- Budget for HRD in the organization is sufficient.
- Budget for HRD in the organization is insufficient.

The future scenarios for the HRD models in the Thai government system in the matrix were given names along with opinions on key features by the experts as follows;



**Figure 1:** Models of HRD in Thailand in the future

### Scenario 1: Prosperity HRD Model

Characterized by: Executives focus on HRD in the organization (A+) x Sufficient budget for HRD in the organization (B+)

Key features: There will be various forms of HRD including those based on the global trends, those based on personal interests, self-learning, and real experience learning. Learning networks will be developed and HRD will be done in accordance with the organization's strategy, goals, and necessity, resulting in thorough development, upskilling, and reskilling. There will also be usage of professional speakers, artificial intelligence (AI), comprehensive development evaluation system, clear process of HRD, as well as supportive mechanisms.

### Scenario 2: Non-Direction HRD Model

Characterized by: Executives do not attach

importance on HRD in the organization (A-) x Sufficient budget for HRD in the organization (B+)

Key features: The HRD will be directionless. It will likely be following rules or standards set by other organizations. The HRD will follow customs, missions, or the preferences of the personnel. The HRD can be either mandatory or voluntary based on individual interests or the HR. The communication within the organization will be unclear, especially between those of different ages. Incentives for HRD will be needed.

### Scenario 3: Priority HRD Model

Characterized by: Executives focus on HRD in the organization (A+) x Insufficient budget for HRD in the organization (B-)

Key features: The format, priority, and

innovation of HRD chosen will be unconventional and economical through the use of courses that are free of charge. The HRD will focus on individual needs, use of technology with limited budgets, use of in-house facilitators, one-on-one coaching, knowledge management, selected necessary content, corporate strategy, leadership development, responsibility for self-development, performance management system, and cost-effectiveness monitoring.

#### Scenario 4: Dysfunction HRD Model

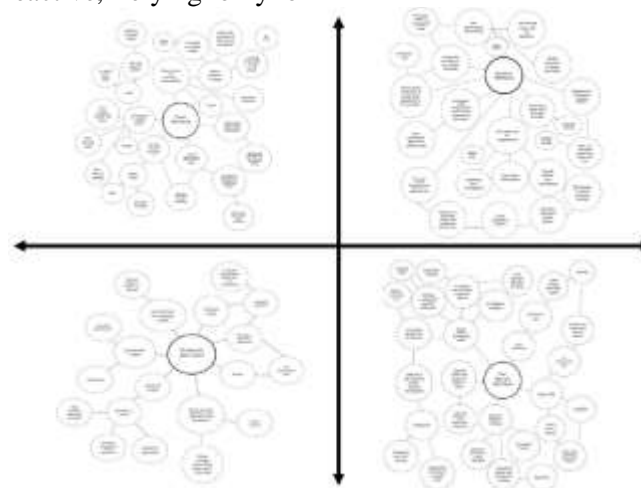
Characterized by: Executives do not attach importance on HRD in the organization (A-) x insufficient budget for HRD in the organization (B-)

Key features: Human resources will be inherently developed, individualized, and directionless. Personnel will experience burnout and will work unenthusiastically without motivation. Their development will be reactive, relying only on

rules, regulations, routines, or duties. The performance management system will be unclear. Human Resources (HR) is like to be the only hope as there will be numerous occurrences of personnel termination and resignation.

#### 2. Data analysis results from the Futures Wheel technique

Another brainstorming session was held where experts were asked to think about events or situations that are expected to take place in each future scenario to create a futures wheel for each scenario. The experts worked to come up with possible impacts of these future scenarios before discussing with each other to gather further opinions or suggestions towards the futures wheels in order to create the futures wheels that are as complete as possible. 4 future scenarios were then obtained as follows:



**Figure 2:** The future scenarios of HRD models in the Thai government system

From *Figure 2*, the details for each future scenario are explained as follows;

#### Scenario 1: Prosperity HRD Model

As executives place importance on HRD in the organization and there is sufficient budget for HRD in the organization, there will be diverse and up-to-date forms of HRD to keep up with the ever-changing world. The HRD will also respond to individual interests and personnel will be encouraged to participate in self-learning. There will be learning from real experiences or field visits. More investment will be placed in AI and there will be formation of learning networks with various organizations. The HRD will be developed accordingly to the laid organizational

strategy and the requirements of the national strategy. There will be HRD strategy designed to help personnel towards organizational goals and to meet the needs required for expected outcomes. The content of HRD will cover both competency development, career development, growth mindset, digital skills and personal development. All personnel in the organization will be developed thoroughly and continuously through methods including upskilling and reskilling with help from professional speakers and trainers both from in house and outsource. When all groups of personnel in the organization are developed, there will be a comprehensive and efficient development evaluation system to link the

evaluation to the individual's performance. In this future scenario, the public sector will have knowledgeable HR who know their own human resources and are able to provide clear process of HRD, set goals for personnel competency, collect necessary human resource data, and have various mechanisms to appropriately support personnel development along with organizational learning.

However, in this future scenario, traps or pitfalls can arise if the HR is weak or unprofessional. Without creating an organizational culture for learning or solving the issues of the age gap between personnel, it is possible that the HRD budget will be used in vain. In addition, if personnel are uncooperative in HRD or if they are not keen to learn or accept new knowledge and skills, the organization might also become unsuccessful.

### **Scenario 2: Non-Direction HRD Model**

With executives that do not attach importance to HRD in the organization, even with sufficient budget is allocated to HRD in the organization, the HRD will likely be directionless. However, due to the availability of appropriate and sufficient budgets, the development model might still continue though following the rules or standards set by other organizations – including development of customs, missions, or practices specific to the departments. There might be development based on the preferences of personnel in the organization as gathered from surveying development needs. When an organization has a regulatory development model that is restricted, it will reflect on the HRD content, resulting in HRD in mandatory formats – i.e. training for new civil servants and training for promotion. Personnel in the organization will develop accordingly to the rules or standards and individual interests. If personnel have personal interest, capability, or enthusiasm to improve themselves, they will have chance to gain more knowledge. In this scenario, if the HR has the vision and the ability to develop human resources, personnel in the organization will develop. However, if the HR has no vision for HRD, such development might not occur. In addition, when executives do not attach importance to HRD in the organization and there is no clear direction, it can result in unclear communication within the organization, especially among personnel of different age groups. In this case, incentives, or even penalties, might be needed if personnel are not keen on improving themselves.

Furthermore, in this scenario where money is abundant, there might be an issue of bargaining power when some personnel will do anything to participate in the training courses they want for their own work advancement. On the contrary, there will also be some unenthused personnel who choose not to participate in any training. Another consequence of having executives that place no importance on HRD is boredom among enthusiastic high potential personnel, leading to their resignation and the organization's loss of such potential.

### **Scenario 3: Priority HRD Model**

Despite executives focusing on HRD in the organization, without appropriate or sufficient budget allocated to HRD in the organization, the development model must rely on selection or prioritization. The model is likely to include innovative and unconventional methods such as online learning or E-Learning, which can reach a large number of people at a low cost, or free courses based on individual needs. However, the technology used in this HRD model must be in line with the limited budget and training might be done by in-house speakers. It might also rely more on one-on-one teaching and knowledge management within the organization. As for the content of HRD, only topics deemed really necessary for the organization will be selected. This includes development of specific work and missions of certain positions related to the organization's strategy, resulting in the content of HRD not being generic or aiming for all personnel. More emphasis will be placed in personnel being responsible for their own development, including the development of leaders or those in line of becoming senior executives, who are an important part in driving the organization forward. The performance management system will also play a significant role in the cost-effectiveness monitoring of HRD in the organization. When there is inappropriate or insufficient budget being allocated to HRD, but the executives still focus on HRD of the organization, the HR will have to change HRD plans, making them more in accordance with the national strategy in order to avoid devaluation of HRD in the organization.

### **Scenario 4: Dysfunction HRD Model**

This is the scenario of when executives do not place importance on HRD in the organization

and when the budget for HRD is inappropriate and insufficient. If we were to compare it with a life cycle, the organization in this scenario would be one at the end of life. This means the human resources will be inherently developed while the culture of learning will not be encouraged. Personnel in the organization will develop aimlessly as individuals and for their own gain, not for the organization's benefit. Personnel will work unenthusiastically including those high potential personnel who will soon be bored and burnout. The content of HRD will be based on established rules or standards only. The nature of the development will be reactive, focusing only on the routines or duty fulfilment, resulting in no incentive for personnel to learn or develop themselves. All these issues altogether with no clear performance management system in place, the reputation of the organization can be greatly affected. As a result, the organization will not be able to attract good or talented people into the

organization. Therefore, for this future scenario, the HR will be the only hope in creating HRD within the organization while having to find a way to make the organizations survive. The HR will also have to create a culture of learning, which could be done through setting up working groups from various departments in order to promote cooperation and HRD within the organization. This might allow personnel to continue developing and help driving the organization's missions forward without having withstand a high rate of turnover from termination or resignation.

### 3. Data analysis results from the cross-impact matrix

The summary of cross-effects matrix is shown as follows:

**Table 2: Cross-impact matrix of future HRD scenario the public sector (Scenario 1)**

	1	2	3	4
1. Diverse formats of HRD up to date with global trends	+	+	+	+
2. Development content covering all aspects of HRD	+	+	+	+
3. Personnel being developed thoroughly and continuously	0	+	+	+
4. Comprehensive and efficient performance evaluation	+	+	+	+
Summary	+	+	+	+

From the results in *Table 2* representing the impacts in Scenario 1, when summarizing the impact markers in each vertical column, each of the 4 main impacts was found with a positive correlation with the other impacts. All 4 impacts which include: (1) diverse formats of HRD up to

date with global trends, (2) development content covering all aspects of HRD, (3) personnel being developed thoroughly and continuously, and (4) comprehensive and efficient performance evaluation, were found to cause or lead to the other impacts.

**Table 3: Cross-impact matrix of future HRD scenario the public sector (Scenario 2)**

	1	2	3	4
1. Directionless HRD	-	-	0	-
2. HRD content being in line with stipulated rules, regulations, or standards	-	+	+	-
3. Personnel being developed according to stipulated rules, regulations, or standards	-	+	+	-
4. HR playing a significant role in HRD in the organization	+	-	0	-
Summary	-	-	0	-

From the results in *Table 3* representing the impacts in Scenario 2, when summarizing the impact markers in each vertical column, 3 main impacts including (1) directionless HRD, (2) the HRD content being in line with stipulated rules, regulations, or standards, and (4) the HR playing a significant role in HRD in the organization

were found having a positive correlation towards the other impacts. On the other hand, one impact which is (3) personnel being developed according to stipulated rules, regulations, or standards was found with no interaction or correlation in either direction towards the other impacts.

**Table 4: Cross-impact matrix of future HRD scenario the public sector (Scenario 3)**

	1	2	3	4
1. HRD formats based on prioritization and limited budget		+	+	+
2. HRD content selected according to missions and necessity	+		+	+
3. Personnel being prioritized to develop based on importance and necessity	+	+		+
4. Performance management system playing a significant role	+	+	+	
Summary	+	+	+	+

From the results in *Table 4* representing the impacts in Scenario 3, when summarizing the impact markers in each vertical column, each of the 4 main impacts was found with a positive correlation with the other impacts. All 4 impacts which include:

according to missions and necessity, (3) personnel being prioritized to develop based on importance and necessity, and (4) the performance management system playing a significant role were found to cause or lead to the other impacts.

(1) HRD formats based on prioritization and limited budget, (2) HRD content selected

**Table 5: Cross-impact matrix of future HRD scenario the public sector (Scenario 4)**

	1	2	3	4
1. HRD formats being inherent and reactive		-	-	-
2. HRD content being in line with stipulated rules, regulations, or standards	+		0	+
3. Personnel being developed as individuals	+	+		-
4. HR being the only hope of the organization	+	-	-	
Summary	+	-	-	-

From the results in *Table 5* representing the impacts in Scenario 4, when summarizing the impact markers in each vertical column, only one main impact that is (1) HRD formats being inherent and reactive was found having a positive correlation towards the other impacts. On the contrary, 3 other impacts including (2) HRD content being in line with stipulated rules, regulations, or standards, (3) personnel being developed as individuals, and (4) the HR being the only hope of the organization were found with a negative correlation, inhibiting the other impacts in this scenario.

## Discussions

From our effort to explore possible future HRD models in the Thai government system, 4 scenarios were synthesized. Brainstorming sessions were held among the experts regarding these future HRD models of Thai public sector with majority opinions. The findings of this study were consistent with previous research that related to the topic in this research which can be described following the research issue which were as follows;

1. All 4 scenarios are likely to occur in the future if considering the 2 initial factors affecting HRD which related to the research of

Safkaur and Sagrim in the title of “Impact of Human Resources Development on Organizational Financial Performance and Its Impact on Good Government Governance”. The purpose of this study is to determine the effect of Human Resources Development on Financial Performance and Its Implication on Good Government (Safkaur and Sagrim, 2019).

2. The process required in changing from one scenario to another is very significant to the application of that scenario in various government agencies. This finding related to the work of Chermack and Swanson in the title of “Scenario Planning: Human Resource Development's Strategic Learning Tool”. This article introduces the concepts of scenario planning and HRD (Chermack and Swanson, 2008).

3. There could be additional impacts from each scenario due to other factors in addition to the 2 initial factors. This result related to the work of Gamas and other authors in the title of “Role of future scenarios in understanding deep uncertainty in long-term air quality management”. The article aimed to explore the Scenario Planning, a structured process that involves the development of narratives describing alternative future states of the world, designed to differ with respect to the most critical and uncertain drivers. The resulting scenarios are then used to understand the consequences of those futures and to prepare for them with robust management strategies (Gamas et al, 2015).

Nonetheless, the researcher has an additional opinion that if any government agency is already in a situation like one of these scenarios or is moving towards it, they might be able to use these synthesized impacts or situations to help navigate their situation. In terms of the change process, it is important for the HR to have a vision that places great importance on these 2 influential factors and for them to continuously observe changes in order to be aware if or when the changes are being in line with one of these future scenarios. This is because future scenarios are not predetermined and they can change over time depending on circumstances. As for the impacts of each future scenario, if adding in other factors, it would increase the number of possible future scenarios, leading to more difficulty, complexity, and time-consuming analysis. Too many future scenarios could also

lead to confusion and inconsistency with original purposes in HRD. However, one noteworthy point is that Scenario 4 should not actually occur in the public sector as insufficient budgets are only allocated to HRD in the government system when an organization is being dissolved. Therefore, if any government agency is already showing signs of this scenario, they must adapt quickly in order to avoid falling completely into this future. Nevertheless, the researcher agrees that this scenario is still highly possible when considering the budget currently allocated to HRD in each ministry. If added in executives that place no importance on HRD and do not support budget being allocated to such an area, it is ascertained that this scenario is still a likely possibility.

## Conclusions

This study found that the two most important factors affecting the HRD in the Thai public sector are: (1) executives' focus on HRD in the organization and (2) HRD budget in the organization. When used to synthesize future scenarios and create the futures wheels through the brainstorming sessions held among experts, 4 future scenarios of HDR models in the Thai public sector were created: (1) Prosperity HRD Model, (2) Non-Direction HRD Model, (3) Priority HRD Model, and (4) Dysfunction HRD Model. Government agencies can use these future scenarios to apply to their HRD or formulate policies related to HRD in their organization.

## Recommendations

The results from research allow us to see some significant issues in the HRD of Thai public sector which should be further investigated:

### 1. Recommendations for policymaking

Agencies involved in the HRD in the government, especially the main ones, such as (1) The Office of the Civil Service Commission (O CSC), as the central agency for human resource management in the public sector, should place great importance on the formulation of HRD policies. There should be clear and concrete guidelines for government agencies that emphasize particularly on collaborations between various government

agencies – especially between the key persons that represent each agency, who are also directly responsible for HRD. These key persons will act as key driving force towards the Scenario 1 or Prosperity HRD Model and will help support HRD in the event of severe or sudden situations. The OCSC needs to attach great importance to policy formulation and the creation of various mechanisms related to HRD, to ensure HRD that is consistent with and in the same direction as the missions of each ministry. It should also closely and regularly monitor and evaluate these HRD policies when used in various government agencies. It is particularly necessary for the OCSC to convince the central government to focus on HRD in the public sector, especially for them to support new technology essential in improving HRD work. Another key HRD agency (2) the Office of the Public Sector Development Commission (OPDC) should not take into account only the quantitative proportions of staffing and organizational structure - as by doing so can sometimes cause too much difficulty to some government agencies and discourage them from continuing HRD. Therefore, qualitative analysis should also be used as a tool for assessing the HRD necessity of each government agency. However, for the OPDC to be a key player in driving the HRD of Thai public sector towards the Prosperity HRD Model, it needs to support creation of organizational structures that are conducive to HRD in order to respond to the needs for HRD in various government agencies. (3) The Bureau of the Budget is undoubtedly another agency significant in moving the public HRD towards the Prosperity HRD Model. There should be an established system for checking the return from investment in HRD in each government agency to help in evaluating both the quantitative and qualitative results obtained from that investment. This information will also be useful for determining budget allocation in the next fiscal year. It also has to take into account the significance of having sufficient and appropriate HRD budget being allocated to each government agency. It is also important for (4) high-level executives of a government agency to give importance to HRD and to make HRD in the organization to be more tangible by include HRD of the agency. They should also closely supervise the outcome of such developments. For executives to be a key factor that drives an organization towards the Prosperity HRD Model, a strong emphasis on HRD processes in

each government agency will be necessary to reach such a future. Lastly, (5) agencies involved in the HRD in the civil service should not view HRD as a routine task but a strategy to be incorporated consistently with quickly changing circumstances. There should be a tangible system for individual development, established models for self-development, as well as a stringent approach for evaluating the human resource of the civil service. Nonetheless, in order to create the Prosperity HRD Model, agencies involved in HRD in each government sector need to be knowledgeable. It is necessary for these relevant agencies to know their personnel, provide clear process of HRD, set goals of the personnel competency, collect human resource data, and have various mechanisms to appropriately support personnel development along with organizational learning.

## 2. Recommendations for practice

Those involved in HRD in the public sector should apply data from this study to various issues when it is found that they are heading towards one of these 4 scenarios in the near future. This should help them adapt and cope with the upcoming situations which might come with sudden or drastic changes. The development guidelines or solutions based on these future scenarios could be included in the government action plans of each ministry in order to ensure clear and tangible practice. Nonetheless, from the research on the future HRD in the Thai public sector, the Prosperity HRD Model was found to be the future that all government agencies hope to happen. However, in order to use the Prosperity HRD Model as the target for policy formulation and implementation, they should proceed as follows:

- 1) Executives must focus on HRD in the government agencies.
- 2) There must be sufficient and appropriate budget being allocated for the implementation of HRD projects in each government agency.
- 3) The HRD model must be developed in accordance with the set strategy and the methods used must be in accordance with the needs as stated the national strategy.
- 4) Government agencies must have HRD strategies to ensure personnel to meet the goals and necessities of the organization in order to drive it to the expected outcomes.

5) The content of HRD should cover development of competency, career, growth mindset, and digital skills, as well as personal development. This is to ensure that all personnel in the organization will be developed thoroughly and continuously. There should also be upskilling and reskilling programs trained by a full range of professional speakers from either inside or outside the organization.

6) The HRD assessment system should be efficient and comprehensive in connecting the measurement system with the individual's performance.

7) The HR in government agencies must be knowledgeable. They should know their own human resources and are able to provide clear process of HRD, set goals for personnel competency, collect necessary human resource data, and have various mechanisms to appropriately support personnel development along with organizational learning.

However, for a government agency to implement the Prosperity HRD Model, they must also be careful with these following issues:

1) Weak or unprofessional HR – If the HR do not create an organizational culture for learning or neither do they work to solve the problems of the age gap among personnel, there can be a situation where the HRD budget is being used in vain.

2) Personnel not keen to learn – If there are personnel who refuse to accept new knowledge or skills or to cooperate in HRD, it may lead to the organization being unsuccessful.

### 3. Recommendations of education

Higher education or research agencies should pay more attention to, and place more importance on, the study of HRD, especially the development of human resources in the public sector. There should particularly be support on research studies on the improvement of virtual human resource development (VHRD) and the results could be used in HRD of the Thai government system as it is entering this paradigm. This would help in seeking or developing modern HRD models that are in accordance with the current situation.

### 4. Recommendations for future research

1) Quantitative research approach should also be

used to provide a greater overview, possibly by investigating more at a smaller organizational level such as departments, in order to get a larger sample group. This could help reflect HRD patterns in a broader and more diverse perspective than at the ministry level.

2) All key informants should be selected from personnel at the same level in order to obtain consistent data. However, if it is not possible to use same-level informants, the information should be classified in detail to determine the level of information being retrieved.

3) As there are various forms of futures research, those who are interested in this issue might try using other methods to test whether the research results will be in the same direction or different ones. It might also help in adding more points of view which will broaden the boundaries of knowledge on this issue.

4) The results regarding the impacts of the 4 future scenarios should be tested. This is to further explore these impacts and processes of change from one scenario to another, to see which factors cause which change in each scenario and use them as a tool for HRD.

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