

New Public Management Influences Effectiveness Of Municipality In Nakhon Pathom Province

Thanakrit Phoengurn^{1*}

^{1*}Faculty of Political Science, Pathumthani University, Thailand

***Corresponding Author:** Thanakrit Phoengurn
*Faculty of Political Science, Pathumthani University, Thailand

Citation: Thanakrit Phoengurn (2024), New Public Management Influences Effectiveness Of Municipality In Nakhon Pathom Province, Educational Administration: Theory and Practice, 30(5), 7524-7534
Doi: 10.53555/kuey.v30i5.4200

ARTICLE INFO	ABSTRACT
	<p>This research article focused on the pursuit of a bureaucracy that strived for excellence and adapted the guidelines or management methods of the private sector and adapted them to the government sector. Throughout, we focused on providing quality first services to the public. The objectives of this research were: 1) to study effectiveness level of municipality, 2) to analyze new public management influences effectiveness of municipality, and 3) to present effectiveness development guideline of municipality. The samples were 400 people and interviewed 20 local leaders. The statistics used for data analysis were frequency, percentage, mean, standard deviation, and Multiple Regression Analysis. The research results revealed that: 1) effectiveness level of municipality as a whole was at a high level. When considering each aspect, it was found that seven aspects were at high level namely; mission-driven with rules, decentralized from the top to down, changes according to market mechanisms, advance surveillance, acting as a nanny, a system that gives importance to the results of work performance, and a respond system were. The three aspects were at moderate level namely; the characteristics of competition in public service provision, the state enterprise aspect focuses on earning income and the aspect that gives power to the people respectively. 2) The analysis results on new public management were found that factors influences effectiveness of municipality in Nakhon Pathom province with three aspects namely; the bureaucratic side had the nature of competition in public service provision, the bureaucratic system was a system that places importance on the results of work and the bureaucratic system was a system that aimed to respond to the demands of the people that had a combined influence size of 0.791 and predicted 62.50% of the variation in municipal effectiveness with statistically significant level of .05. And 3) effectiveness development guideline of municipality in Nakhon Pathom province was conducted by executives; they must be open to receiving information from other organizations and had good human relations, having knowledge work in that was done, creating training manuals, the heart of management was “The people” and adopted a moral system.</p> <p>Keyword: New public management, effectiveness, municipality in Nakhon Pathom province</p>

1. Introduction

“New Public Management” refers to the transformation of public administration by adopting principles aimed at enhancing the efficiency of the Thai bureaucratic system and seeking efficiency in public service provision focusing on excellence. This involves applying private sector management approaches to public administration, such as performance-oriented management, value-for-money considerations, performance-based management, professional management, emphasis on value principles, streamlined and horizontal organizational structures, opening opportunities for private sector competition in public service provision, fostering good values, professionalism, ethics, and morality throughout the service process, with a focus on

quality public service provision (Royal Institute, 2015: 122). In line with the principles of "Patharawalai Supphapha" (2019: 56), new public management focuses on performance-oriented management, uses measurable standards, employs market mechanisms to open opportunities for competition from both the private and public sectors in investment, and ensures responsive public service provision to meet the needs of the people. Therefore, to align the bureaucracy reforms ideology. This approach should have characteristics such as the state having a specific role only where necessary, allowing more involvement from the people and communities, efficient internal government management with high quality, effectiveness, flexible and adaptable organizational structures. This emphasizes on modern technology in working processes, suitable equipment for work, high-quality development and state officials. In accordance with Article 76 of the Constitution, the state should develop the land administration system such as government-centered, regionally, locally, and other state activities. In accordance with the principles of good governance, state agencies must cooperate and assist one other in carrying out their duties to ensure efficient government administration, public service provision, and budget spending for the highest efficiency. As for the benefit of the people, and also develop state officials to be honest and ethical. Moreover, service-oriented mindset can provide convenient, efficient, non-selective, and efficient service delivery. The state should enact laws governing the personnel management of state agencies to comply with ethical standards. These laws must include measures to prevent anyone from abusing power or acting improperly to interfere with the performance of duties, appointment processes, or assessments of the conduct and suitability of state officials, and the state should establish ethical standards for state officials in those agencies, which must not be lower than the aforementioned ethical standards (Constitution, 2017).

The effectiveness is crucial for organizational management because it serves as a metric to gauge the quality of organizational management, to what extent it has been successful or not, and also indicates the ability, potential in leadership, and responsibility for maximizing benefits to the organization's leaders. The activities of social welfare of local administrative organizations in provinces, which are organizations with significant roles and closest to the people, can effectively incorporate the various needs and opinions of the local population into social welfare provision along with the implementation of new public management. It is essential to understand how this can be achieved effectively (Jones, 2002: 1-2). New public management (NPM) will promote organizational leaders to enhance their management characteristics to be more globalized, reduce the dichotomy of public and private management values, change the focus to emphasize the importance of resource control, increase accountability for performance in various work operations, promote organizational management skills more than policy-making skills, decentralize power to local agencies for better management flexibility, increase outsourcing from the private sector to reduce costs and improve work quality, adjust to short-term contracts for state personnel with clear working conditions that can be monitored (Natthapomploy, 2020: 463).

Given advanced surveillance, it poses challenges to the implementation of new public management in local administrative organizations in Nakhon Pathom province. New public management has not yet been fully utilized effectively for the benefit of the population. Therefore, researcher is interested in investigating how new public management influences the effectiveness of municipal administration in Nakhon Pathom province to provide guidance for local administrative organizations to efficiently and effectively serve the population, advance surveillance in accordance with sustainable new public management principles in the future.

2. Research Objectives

1. To study the level of effectiveness of municipalities in Nakhon Pathom province.
2. To analyze the influence of new public management on the effectiveness of municipalities in Nakhon Pathom province.
3. To propose development strategies to enhance the effectiveness of municipalities in Nakhon Pathom province.

3. Research Hypotheses

1. New public management influences the effectiveness of municipalities in Nakhon Pathom province.
2. Aspects of new public management include 1) A bureaucracy seems advance surveillance, acting as a nanny. 2) A bureaucracy delegates power to the people. 3) A bureaucracy characterized by competition in public service provision. 4) A mission-driven bureaucracy rather than a rule-driven one. 5) A bureaucracy prioritizes work outcomes. 6) A bureaucracy is responsive to the demands of the people. 7) A bureaucracy with a business-oriented approach. 8) A bureaucracy with proactive monitoring. 9) A bureaucracy decentralized from the top to down. A bureaucracy adjusts to market mechanisms. 10) These aspects influence the effectiveness of municipalities in Nakhon Pathom province.

4. Scope of Research

Scope of Content

1.New public management consists of 1) the bureaucratic system acts as a nanny. 2) the bureaucratic system delegates power to the people. 3) the bureaucratic system characterized by competition in public service provision.4) A mission-driven bureaucracy rather than a rule-driven one. 5)the bureaucratic system prioritizes work outcomes.6) the bureaucratic system is responsive to the demands of the people.7)the bureaucratic system with a business-oriented approach.8)the bureaucratic system with proactive monitoring.9)the bureaucratic system decentralizes power.10)the bureaucratic system adapts to market mechanisms.

2) Organizational effectiveness includes:1) Environment, 2) Technology, 3) Strategies
4) Structure, 5) Processes, and 6) Culture

Scope of Populations

Population refers to citizens aged 18 and above who have the right to vote in municipal elections in Nakhon Pathom province. The population is 289,797 people, with 151,180 people eligible to vote. (Source: Department of Provincial Administration, Ministry of Interior, 2022)

Scope of Time

The research will be conducted from September 2023 to March 2024.

5. Research Methodology

The research methodology has studied "New Public Management Influences Effectiveness of Municipality in Nakhon Pathom Province". The methodology utilized a mixed methods approach, combining quantitative and qualitative research. The steps involved are as follows: Sampling: Selecting a population of individuals aged 18 and above with registered residences within the municipalities of Nakhon Pathom Province, totaling 289,797 people. (Source: Registration Administration Office, Department of Provincial Administration, 20 of 400 people. In the qualitative research, there were a total of 20 key informants, consisting of 10 local leaders and 10 general people.

Research Instrument

Researcher has designed a questionnaire comprising two parts.

Part 1 of the questionnaire consisted of respondent's personal information such as gender, age, occupation, and income.

Part 2 of the questionnaire regarding the new public management includes: 1) the bureaucratic system acts as a nanny. 2)the bureaucratic system delegates power to the people.3)the bureaucratic system is characterized by competition in public service delivery. 4)Driven by mission rather than regulations.5)the bureaucratic system emphasizes the outcomes of work.6)the bureaucratic system aims to respond to the demands of the people.7)the bureaucratic system focuses on revenue generation as a state enterprise.8)the bureaucratic system is proactive monitoring.9)the bureaucratic system decentralizes power from top to bottom. 10)the bureaucratic system adapts according to market mechanisms and organizational effectiveness, including:1)Environment, 2)Technology, 3)Strategy, 4)Structure, 5)Processes 6) Culture.

The measurement of the level of opinion in the questionnaire responses, using a Likert scale with 5 rating levels to measure respondents' opinions in the questionnaire. Additionally, establishing absolute criteria for interpreting mean values based on the guidelines proposed by Best (1977 : 174).Using absolute criteria determines the correlation coefficient, the symbol (r) is generally used to represent the correlation coefficient. The correlation level or magnitude is indicated by the numerical value of the correlation coefficient. If the correlation coefficient is close to -1 or +1, it signifies a high level of correlation, whereas a value close to 0 indicates a low level of correlation. The criteria for evaluating the correlation coefficient are generally as follows (Hinkle D, E, 1998: 118)

Qualitative Research

The researcher used an interview questions, divided into two parts:

Part 1: Respondents' personal information such as gender, age, occupation, and income.

Part 2: Variables related to new public management and organizational effectiveness in Nakhon Pathom Province.

In-depth interviews were conducted with key informants, specifically residents aged 18 and over who are registered in municipal areas within Nakhon Pathom province. The researcher selected a total of 20 key

informants, comprising 10 local leaders and 10 citizens. The researcher recorded field notes and transcriptions, which are qualitative data analyzed by organizing the information into categories. The data was analyzed using a summary construction method, with most of the data for analysis being descriptive text obtained from observations, interviews, and note-taking.

Development of Research Instrument

To ensure that the data obtained from the tool designed by the researcher is valuable, the researcher has checked the reliability and accuracy of the questionnaire as follows:

1) Instrument verification; The researcher tested the created questionnaire tool. When the questionnaire is used in research, it measures how well it captures the content the researcher intends to measure. The verification process involved having three experts review the questionnaire, as follows:

1.1 Dr. Somboon Panyoi, Mayor of Ban Mai Municipality, Mueang Pathumthani District, Pathumthani Province.

1.2 Dr. Preecha Phonchomphu, Director of the Office of Non-Formal and Informal Education Promotion, Sai Mai District, Bangkok.

1.3 Dr. Somnuk Sonnoi, Lecturer at the Faculty of Political Science, Pathumthani University.

The experts examined the content validity and provided recommendations for improving and revising the questionnaire. The researcher then made the necessary revisions based on the experts' advice and used the Index of Item Objective Congruence (IOC) formula to align the questionnaire items with the research objectives. The IOC scores from all experts were entered into an analysis form to find the average congruence score, with selection criteria for the items. The analysis revealed that the questionnaire's content validity had an average IOC of 0.92.

2) Testing the reliability of the tool: After content validity verification and a try-out of the questionnaire with 30 sets in a sub district municipality in Pathumthani Province, the reliability of the questionnaire was analyzed using a social science research program. The alpha coefficient (Cronbach, 1990: 202-204) was calculated, yielding a total reliability score of 0.97. Subsequently, the questionnaire was used to collect data in the next steps.

3) Submit the questionnaires and interview forms to the Human Research Ethics Committee of Pathumthani University.

Data Collection

1. The researcher issued a formal letter to request permission for data collection.
2. The researcher conducted fieldwork to collect data, ensuring accuracy and preventing any data discrepancies.
3. The researcher proceeded to analyze the collected data according to the subsequent steps.

Data Analysis

1. Quantitative Analysis: The researcher analyzed the collected data from the sample group using statistical methods with a standard computer software program.

2. Qualitative Analysis: The researcher recorded field data and transcribed qualitative data, analyzing it by organizing the data into categories. The analysis included summarizing observations, interviews, and notes from key informants, which included 20 individuals: 10 local leaders and 10 general people.

Statistics Used for Data Analysis

In this research, the statistics used for data analysis include: 1) Descriptive Statistics consisted of 1. Frequency, 2. Percentage, 3. Mean (\bar{x}), 4. Standard Deviation (S.D); 2) Inferential Statistics means testing a relationship, regression analysis or predictive equation. The analysis focused on the influence of new public management practices on the effectiveness of municipalities in Nakhon Pathom Province. The most appropriate method was Multiple Regression Analysis, using independent variables as predictors. The Enter Method was employed to select variables for the regression equation based on their importance.

Research Findings

The research on the topic of new public management influencing the effectiveness of municipalities in Nakhon Pathom Province can be summarized according to the objectives as follows:

1) Overall Effectiveness of Municipal Organizations in Nakhon Pathom Province

The overall effectiveness of municipal organizations in Nakhon Pathom Province was at high level (\bar{x} = 3.63, S.D. = 0.21). When considering the average scores, it is observed that they are high in all six aspects. These aspects include the environment (\bar{x} = 4.02, S.D. = 0.45), which has the highest mean score, followed by

structure ($\bar{x} = 3.95$, S.D. = 0.44), culture ($\bar{x} = 3.93$, S.D. = 0.47), technology ($\bar{x} = 3.81$, S.D. = 0.49), processes ($\bar{x} = 3.80$, S.D. = 0.47), and strategies ($\bar{x} = 3.79$, S.D. = 0.50), which have the lowest mean scores.

2) Analysis of the New Public Management Influences Effectiveness of Municipality

The multiple regression analysis revealed that three variables, namely: The competitive nature of public service delivery (X3), The importance of municipal operations (X5), and Responsiveness of the municipality to public demands (X6) significantly influenced the effectiveness of municipalities in Nakhon Pathom Province. This was determined based on the p-value, which is less than the set significant level of .05.

The standardized regression coefficients (Beta) for these variables were .201, .117, and .148, respectively, with an R value of .791. Additionally, the R Square value was 62.25, indicating that the model accounted for 62.25% of the variance. The prediction error was 37.50. The prediction equations show the effectiveness.

The data were found that the standardized scores of new public management include: the bureaucratic system having characteristics of competition in public service provision (X3), the bureaucratic system emphasizing the results of performance (X5), and the bureaucratic system being responsive to public demands (X6). These factors influence the effectiveness of municipalities in Nakhon Pathom Province (Y). The standardized regression coefficients (Beta) are .201, .117, and .148 respectively, with a correlation coefficient (R) of .791. Additionally, the R Square value is 62.25, and the prediction error is 37.50. The predictive equation for the effectiveness of municipalities in Nakhon Pathom Province (Y) can be written in the format of unstandardized scores and standardized scores as follows:

Prediction Equation in Unstandardized Scores

$$\hat{Y} = 2.389 + 0.091(X_3) + 0.050(X_5) + 0.059(X_6)$$

Prediction Equation in Standardized Scores

$$\hat{Z} = 0.201(X_3) + 0.117(X_5) + 0.148(X_6)$$

3) Qualitative Research Results

New public management: It was found that the adaptation of organizations to support development. This is beneficial for the learning of personnel in the digital age. The integration of private sector management techniques can help enhance the performance capabilities of organizational staff, enabling them to meet the needs of citizens and target groups in constantly changing environments. This also improves the efficiency and effectiveness of skills. Additionally, municipalities in Nakhon Pathom Province have a good image among the public in terms of effective management.

Organizational Effectiveness: It was found that municipalities in Nakhon Pathom Province encourage people to take a more active role in organizational development, aligning organizational operations with contemporary needs and public demands. The dissemination of organizational information helps create a credible image of operational transparency and accountability, ensuring that citizens have appropriate knowledge about activities, thereby fostering their participation in the organization.

Discussion

The research results showed that New Public Management has an influence on the effectiveness of Municipality in Nakhon Pathom Province, the results of the findings can be discussed as follows:

New public management in Nakhon Pathom Province, in overall, was implemented at a high level. This may be due to the ability of public sector administrators to adapt to contemporary times and to acquire knowledge in digital era management. They can incorporate "innovation" — the creation of new outcomes that exceed expected value, derived from creative thinking in presenting new products, services, and ideas with the objective of generating value beyond the ordinary (Channuwong et.al., 2023; Pho-ngern, 2024). This aligns with a research of Thammarak (2020), which studied the effectiveness of human resource management in the Pathumthani Provincial Administration Organization. The findings indicated that 1) the overall level of human resource management effectiveness in Pathumthani was high (3.90). When examined in detail, all four aspects were at high levels: human resource planning had the highest average (4.06), followed by human resource retention (3.91), human resource recruitment (3.82), and human resource development with the lowest average (3.80).

This is also relevant to a study conducted by Pho-ngern (2013), which investigated the impact of governance-based management on the effectiveness of the Sub District Administrative Organizations in Pathumthani. The survey results showed that governance-based management in these organizations was at a high level overall, with an average score of 4.02. Considering each aspect individually, the highest average was for the principle of participation, followed by the principle of ethics, with the lowest averages being the principles of the rule of law and accountability. 2) the overall effectiveness of the management of the Sub District Administrative

Organizations in Pathumthani was high, with an average score of 3.87. When broken down by aspect, the highest average was for the ability to create satisfaction, followed by organizational development, with the lowest average being the outcomes of operations.

By each aspect, the findings can be summarized as follows:

The bureaucratic system acts as a nanny; Overall, the bureaucratic system is effective as a nanny, with a high level of performance. This is attributed to the leadership team's ability to provide guidance, consultation, and information, demonstrating a clear vision of the organization's future. This finding is consistent with the research by Chimyai et al. (2022), which investigated the impact of new public management on the effectiveness of the administration of the Hua Na Sub District Administrative Organization in Doem Bang Nang Buat District, Suphanburi Province. The research results indicated: The level of new public management factors in the Hua Na Sub District Administrative Organization was high overall. When considered by individual aspects, all factors were rated highly, with the following order from highest to lowest average: participatory management, quality service delivery to citizens, and measurement and evaluation. The level of administrative effectiveness in the Hua Na Sub District Administrative Organization was also high overall. By each aspect, all were rated highly, with the following order from highest to lowest average: satisfaction, quality, productivity, and efficiency.

The bureaucratic system gives power to the people respectively; Overall, the bureaucracy's efforts to empower people are at a high level. This may be because administrators possess knowledge in digital systems, allowing the organization to receive and disseminate new information directly and quickly to citizens. This finding is consistent with the research by Pipitkul et al. (2019), which studied the impact of new public management on the administrative effectiveness of local government organizations in Roi Et Province. The research found "Level of New Public Management". The new public management level affecting the administration of local government organizations was significantly high overall at the .05 level. Confirmatory Factors: The overall confirmatory factors were organized according to a structural equation model, with criteria considered from standard component weights of 0.70 and above.

New Public Management Factors such as performance evaluation, participatory management, outsourcing services, learning organization, use of technology for administration.

Organizational Culture Factors, for example, focus on achieving success, cultivating work values, instilling public-mindedness, adapting new techniques, promoting the value of resource efficiency and knowledge transfer in operations. 2.3 Administrative Competency Factors, for example, emphasis on planning, preparedness for uncertain situations, local administrators' ethics, administrators' ability to set teams, administrators' resource acquisition capability and local administrators' vision. 2.4 Administrative Effectiveness Factors, for example, operational outcomes, organizational development, internal processes, resource acquisition and ability to create satisfaction

Bureaucracy Characterized by Public Service Competition: overall, the bureaucracy's characteristic of competing in public service provision is at a moderate level. This may be because the management team has comprehensive "holistic" (Dynamics) information, allowing them to respond accurately to the needs of citizens of all ages and groups. This finding aligns with the research by Pipitkul et al. (2019), which studied the impact of new public management on the administrative effectiveness of local government organizations in Roi Et Province. The research found 1) Level of new public management: The new public management level affecting the administration of local government organizations was significantly high overall at the .05 level. 2) Confirmatory Factors: The overall confirmatory factors were organized according to a structural equation model, with criteria considered from standard component weights of 0.70 and above: 2.1 New Public Management Factors; for instance, performance evaluation, participatory management, outsourcing services, learning organization and use of technology for administration. 2.2 Organizational Culture Factors; suppose that focus on achieving success, cultivating work values, instilling public-mindedness, adapting new techniques, promoting the value of resource efficiency and knowledge transfer in operations. 2.3 Administrative Competency Factors; namely emphasis on planning, preparedness for uncertain situations, ethics of local administrators, ability of administrators to set teams, resource acquisition capability of administrators and local administrators' vision. 2.4) Factors of management effectiveness include operational outcomes, organizational development, internal processes, resource procurement, and the ability to create satisfaction.

Mission-driven rather than rule-driven, overall, is at a high level because administrators plan their work according to the organization's framework. They can also proactively schedule tax collection and budget usage, ensuring objectives are met efficiently. This aligns with the research by Chaisura et al. (2018), which studied the influence of transformational leadership, organizational culture, and governance on the effectiveness of local administrative organizations in the Upper Northeastern Region. The research findings revealed that: Transformational leadership, organizational culture, governance, and effectiveness of local administrative

organizations in the Upper Northeastern Region 2 are overall at a high level. The variables with direct influence are transformational leadership (0.06), organizational culture (0.09), and governance (0.89). The variables with indirect influence are transformational leadership (0.62) and organizational culture (0.29). The model consists of four factors: transformational leadership, organizational culture, governance, and the effectiveness of local administrative organizations in the Upper Northeastern Region 2, which aligns with empirical data. The bureaucratic system places a moderate emphasis on overall performance results, possibly because the organizational team is not yet proficient in using new technology systems. Staff transfers to new responsibilities often result in a lack of necessary skills, requiring training. There may need to be operational manuals, which contradicts the research by Kaengtrong, Suchariththammarak and Po-ngern (2023), which studied the motivational factors affecting the performance effectiveness of police officers in the Office of Personnel Support, Royal Thai Police. The research findings were: The overall performance effectiveness of the police officers was at a high level. When examined by individual aspects in descending order of average values, all five aspects were rated high, with resource allocation having the highest average followed by organizational development, ability to create satisfaction, operational outcomes, and goal achievement having the lowest average. The analysis of the motivation of police officers revealed that factors such as job success, career advancement, the nature of work, and responsibility together explain 57.1% of the performance effectiveness, with statistical significance at the .01 level.

The bureaucratic system is one that aims to respond to the demands of the people, and overall, it performs at a high level. This may result from administrative work with a vision that allows for proactive operations that meet the needs of the people. It uses funds efficiently and effectively, aligning with the research of Boonyarithanon (2010) on the outcomes of applying New Public Management (NPM) concepts in reforming the bureaucratic system of government agencies in Chiang Mai Province. The study of the outcomes of applying New Public Management concepts in reforming the bureaucratic system of government agencies in Chiang Mai Province can be summarized as follows: Most of the sample government agencies changed their administrative forms and methods after the bureaucratic reform policy was enforced on October 3, 2002. However, all government agencies retained their original powers and duties, which caused some agencies to face operational problems due to these changes in administrative forms and methods. The results of the bureaucratic reform in the administration of sample government agencies showed that all government agencies accepted the current bureaucratic reform process. The study found that the New Public Management concept positively impacted overall bureaucratic performance. The public also agreed that applying the New Public Management concept improved bureaucratic operations in all aspects. However, it was found that the New Public Management concept negatively affected public participation opportunities, as it reduced the chances for public involvement in bureaucratic development, particularly in having a performance evaluation system that includes public scrutiny. Despite the high willingness and enthusiasm of the public to participate in developing the Thai bureaucratic system, their opportunities to do so remained limited.

The state enterprise bureaucracy focuses on revenue generation, overall at a high level. This may be due to the management team's regular meetings to plan and execute activities according to these plans, ensuring that activities achieve their objectives and bring real benefits. This aligns with the research of Mukdaphirom (2015) on the management model of educational service areas according to New Public Management (NPM) principles. The research found that the management of educational service areas based on NPM principles comprises eight components: (1) objectives of the educational service area, (2) task division and specialization, (3) command, (4) authority and responsibility, (5) operation according to laws and regulations, centralization and decentralization, (6) participation and motivation, (7) a system of interrelationships, and (8) a system of change. The study found that the management model for educational service areas based on NPM principles is appropriate and feasible to implement in all components.

The bureaucratic system engages in proactive monitoring at a moderate level overall. This might be due to a delayed emphasis on external environmental factors, which are difficult to control, compounded by frequent staff relocations. Some of these relocations result from central selection examinations, after which officials request transfers back to their hometowns. This is inconsistent with the research of Suksangnil (2019) on administrative factors affecting the operational effectiveness of child development centers in Sam Phran and Nakhon Chai Si districts, Nakhon Pathom Province. The study found that administrative factors of child development centers in these districts are overall at a high level. When categorized, the respondents' opinions ranked organizational culture first, followed by personnel, organizational atmosphere, leadership, organizational structure, and finally, participation. The operational effectiveness of the child development centers in these districts, overall, is at a high level. When categorized, respondents' opinions ranked management of the centers first, followed by personnel, facilities, environment and safety, academics and curricular activities, promotion of early childhood development networks, and finally, participation and support from all sectors.

The bureaucratic system decentralizes power from the top downwards and operates at a high working performance. This is due to the fact that the executives have good management skills and interpersonal relationships with external organizations. They can coordinate with officials and utilize diverse knowledge,

leading to efficient and effective work. This is consistent with the research by Pipitkul et al. (2019), who studied “New Public Management” and the effectiveness of local administrative organizations in Roi Et Province. The research findings are as follows: The level of New Public Management affects the administration of local administrative organizations is significantly high at the .05 level. The confirmatory factors in overall are components allocated according to the structural equation model. The criteria for consideration from the standardized component weights are .70 or higher, which include: 2.1) NPM factors: performance evaluation, participatory management, outsourcing services, learning organizations, and the use of technology for management. 2.2) Organizational culture factors: focusing on achieving work success, instilling work values, fostering public spirit, applying new techniques, promoting resource-saving values, and transferring knowledge in operations. 2.3) Management competency factors namely; emphasizing planning, preparing for uncertainties, the ethics of local executives, the ability of executives to build teams, the ability of executives to procure resources, and the vision of local executives. 2.4) Management effectiveness factors: operational outcomes, organizational development, internal processes, resource procurement, and the ability to create satisfaction.

The bureaucratic system adapts according to market mechanisms at a high level overall. This may be due to the increased incorporation of new knowledge into public administration and the extensive use of online media, which benefits and accelerates management. For example, various websites facilitate management. This is consistent with the research by Sukitpaninij (2019), who studied the New Public Management model affecting the performance-based public service delivery of the municipality in Sam Roi Yot District, Prachuapkhirikhan Province. The research findings are as follows: The NPM factors that affect performance-based public service delivery are high overall. The factors, in descending order of average, are: mission-oriented, generating more revenue than expenditure, providing opportunities for competition to acquire better goods and services, and responding to the needs of the people. The results of performance-based public service delivery are high overall. The factors, in descending order of average, are: arts, culture, traditions, and local wisdom; quality of life promotion; management and conservation of natural resources and the environment; and infrastructure development.

New Knowledge Gained from the Research

The research on the influence of New Public Management (NPM) on the effectiveness of municipalities in Nakhon Pathom Province identifies key variables that influence municipal effectiveness. These variables include: the bureaucratic system characterized by competition in public service delivery (X3), the bureaucratic system that prioritizes performance outcomes (X5), and the bureaucratic system that aims to respond to public demands (X6). The influence of these variables on the effectiveness of municipalities in Nakhon Pathom can be explained as follows:

- 1) The bureaucratic system features competition in providing public services. Overall, it promotes the development of areas to support the provincial development plan of Nakhon Pathom. Surveys at the district level lead to provincial administrative organizations. The budget is transparent and cost-effective, with adherence to the organization's development plans. Policies are modern and effectively respond to the community's needs.
- 2) The bureaucratic system aims to respond to the demands of the people. The organization's operating principles focus on public participation and recognizing the importance of maximizing the benefits for the people, ensuring they have a good quality of life. Services provided are cost-effective and prompt, with clear access to community development information, facilitating active participation in the process.
- 3) The bureaucratic system emphasizes the outcomes of operations. It operates in a modern, swift manner that aligns with the changing environment, ensuring clear and transparent directions. It promotes respect for human rights equally among all citizens and focuses on enabling public access to the organization's activities comprehensively.

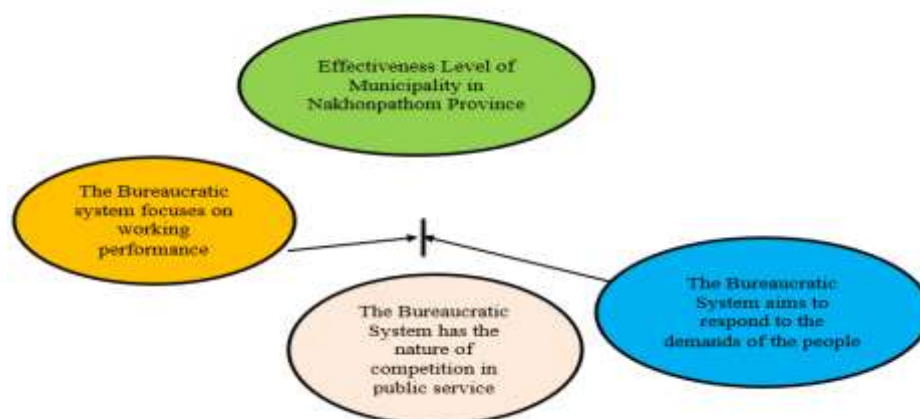


Figure1. New Knowledge Gained from the Research

Recommendations

Recommendations from the Research Findings

1) New Public Management in Nakhon Pathom Province

1.1 The bureaucratic system seems to act as a nanny: It is found that the bureaucratic system should appropriately match mentors and mentees. Executives should be open to receiving information from other organizations, maintain good interpersonal relationships to find allies for implementation, and send officials for further training and study with partner organizations. This approach enables efficient and effective collaboration.

1.2 The bureaucratic system aims to respond to the demands of the people: It is found that public service systems should be developed to meet the needs of the public with high quality. Executives should organize training for new knowledge, create manuals on new technologies, plan the development of staff within the organization, use systems to lead personnel, and ensure information is up-to-date, transparent, and auditable.

1.3 The bureaucratic system with the characteristics of competition in public service provision: It is found that the bureaucratic system should adjust its service provision models. Both executives and staff need to have expertise in their roles, create manuals, provide training, pursue higher education, and have a data storage system that responds immediately. This enhances good service provision, improves the quality of life for the public, the heart of management was “**The people**” and adopted a moral system and ensures the central focus of each organization is public satisfaction.

1.4 Mission-driven with rules in bureaucratic system: It is found that bureaucratic executives should set clear visions, strategies, goals, and indicators that respond to the mission and responsibilities of their agencies. They should focus on efficient and effective mission execution, prepare manuals, ensure operational regulations are ready, promote further education, involve the private sector in roles such as outsourcing (e.g., waste management), and conduct behavioral training emphasizing **public mind** and dedication to work.

1.5 The bureaucratic system gives importance to the results of work performances: It is found that the bureaucratic system should adopt technology for supervision, monitoring, and public reporting. Executives should manage the organization based on a merit system and adhere to **the principles of good governance**, motivating and boosting morale through performance evaluations.

1.6 The bureaucratic system aimed to respond to the demands of the people: It is found that the bureaucratic system should adjust service models to make public services easily accessible, such as online systems. Information should be frequently updated to be current and easily accessible to the public. A dedicated public relations team should be established to disseminate information quickly, accurately, and transparently.

1.7 The state enterprise aspect focuses on earning income: It is found that the bureaucratic system should prioritize setting prices and sales quantities to increase competition. Planning for tax collection and increasing revenue from budgets, such as pawnshops and rentals, should be emphasized.

1.8 The Bureaucratic System with Proactive Surveillance: It is found that the bureaucratic system should plan proactive solutions that lead to impactful results on the economy, society, public health, and the environment. The management team should have a vision, seek knowledge, set up a diverse advisory team, and work proactively by gathering information on regulations, technology, and statistical management in various areas.

1.9 Bureaucratic System decentralized: It is found that the bureaucratic system should have an internal communication system that is comprehensive, fast, timely, and considers equality and opportunity. Authority delegation should be documented in writing, adhering to clear regulations and manuals, with short, medium, and long-term work plans. Regular meetings to inform staff and up-to-date training should be organized to ensure efficient and effective work.

1.10 Bureaucratic System was adapted by market-mechanism: It is found that the bureaucratic system should adjust its work models and utilize technology to foster innovation in management. Adopting private sector management practices such as work capacity, dedication, public spirit, leadership, and competencies (e.g., knowledge, skills, attributes) is recommended for the staff.

Policy Recommendations

1)New Public Management: Executives should establish a clear vision, mission, objectives, and goals for their work. They should also develop performance indicators and evaluation methods for staff to boost morale. The aim is to meet public needs, decentralize power, foster teamwork, and work with honesty, transparency,

and accountability. Resources should be used efficiently for public services, and new technologies should be adopted for multi-channel communication.

2)Enhancing Organizational Efficiency: Promote and support both staff and the public or community to participate and play a role in expressing opinions in management. Collaboration in developing the area and utilizing various knowledge and needs for tangible, worthwhile development in all activities is essential.

Recommendations for Further Research

1)As for New Public Management Influencing the Effectiveness of Municipalities in Nakhon Pathom Province, the sample group should be included local administrative organizations across the province.

2)New Public Management Influencing the Effectiveness of Municipalities in Nakhon Pathom Province: Variables should be clearly defined and diverse.

3)New Public Management Influencing the Effectiveness of Municipalities in Nakhon Pathom Province: Statistical research techniques and interview formats need to be enhanced.

References

2. Boonyaruttanon, N. (2010). Outcomes of Applying New Public Management Concepts in Reforming the Civil Service System of Government Agencies in Chiang Mai Province. *Eastern Asia University Academic Journal*.
3. Chaisura, N. et al. (2018). The Influence of Transformational Leadership, Organizational Culture, and Governance on the Effectiveness of Local Administrative Organizations in Upper Northeastern Region 2. *Nakhonphanom University Journal*, 8(1), pp. 28-38.
4. Channuwong, S., Sutthadaanantaphokin, K., Wannasakulcharoen, M., Wisetsan, T., & Jedsadadilok, V. (2023). Good governance application affecting organizational efficiency of ASEAN Community in the new world system. *Onomazein*, 62, 1120-1129.
5. Chanrattanakarn U., & Pho-ngern T. (2018). Applying New Public Management Principles in Local Administration: A Case Study of Subdistrict Administrative Organizations in Mueang Pathumthani District, Pathumthani Province. *Pathumthani University. MCU Social Science Review Journal*, Mahachulalongkornrajavidyalaya University, 7(2), April-June 2018, pp. 166-177.
6. Chaiyarueanwatthana, B. (2001). Governance Indicators. Bangkok: King Prajadhipok's Institute.
7. Chirachawanvisut S, Sergeant Major First Class. (2015). Problems and Obstacles in the Performance of Non-Commissioned Officers in Phanurangsi Camp, Ratchaburi Province. Master of Business Administration, Stamford International University.
8. Chimyoi T. et al. (2022). New Public Management Affecting the Administrative Effectiveness of the Subdistrict Administrative Organization in Huana Subdistrict, Doembang Nangbuat District, Suphanburi Province. Thepsatri Rajabhat University. *Journal of Roi Kaensarn Academi*, 7(9).
9. Kengtrong, B., Sucharitthanarak, W., & Pho-ngern, T. (2023). Work Motivation Affecting the Performance Effectiveness of Police Officers in the Supply Office, Royal Thai Police. Doctoral Dissertation in Political Science, Faculty of Political Science, Pathumthani University. *Maneecheththaram Journal*, Wat Jommanee, 6(5), September-October 2023.
10. King Prajadhipok's Institute. (2015). Public Administration and Governance Creation. Bangkok: King Prajadhipok's Institute.
11. Mukdaphirom, S. (2015). Educational Area Administration Models According to New Public Management Guidelines. *Eastern Asia University Academic Journal*.
12. Nathamplao, C. (2020). New Public Management. *Rajamangala Suvarnabhumi Arts Journal*.
13. Pho-ngern, T. (2024). New Political Innovations in Thailand: An Analytical Study of the 2023 General Election Results. *Political Science and Public Administration Journal*, Mahachulalongkornrajavidyalaya University, 6(1), January-April 2024.
14. Pho-ngern, T. (2013). The Impact of Governance-based Management Factors on the Administrative Effectiveness of Subdistrict Administrative Organizations in Pathumthani Province. Doctoral Dissertation in Public Administration, Graduate School, Pathumthani University.
15. Pipitkul, K. et al. (2019). New Public Management and the Effectiveness of Administration in Local Administrative Organizations in Roi Et Province. *Thammasat Academic Journal*, 19(14).
16. Sukitpaninich, S. (2019). New Public Management Models Affecting the Performance of Public Services in Sam Roi Yot District Municipality, Prachuap Khiri Khan Province. Silpakorn University.

17. Suksaengnil, V. (2019). Administrative Factors Affecting the Operational Effectiveness According to Standards of Early Childhood Development Centers in Sampran and Nakhonchaisri Districts, Nakhon Pathom Province. *Suvarnabhumi Institute of Technology Academic Journal*, 6(2), July-December 2020.
18. Suppa, P. (2019). *Public Policy and Planning for Public Organization Management*. Ayutthaya: Mahachulalongkornrajavidyalaya University.
19. Thammarak, D.. (2020). Human Resource Management Effectiveness of the Provincial Administrative Organization in Pathumthani. *Panya Pranitthan Journal*, 5(2), July-December 2020, pp. 222-234.
20. Best, J.W. (1981). *Research in Education*. New Jersey: Prentice-Hall.
21. Jones, G. L. (2002). *Organizational Theory, Design, and Change*. (3rd ed.). Texas: Pearson Education.
22. Osborne, D. and Gaebler, T. (1992). *Reinventing Government: How the entrepreneurial spirit is Transforming the Public Sector*. Reading Mass: Addison-Wesley.
23. <http://www.drmanage.com/index.php?lay=show&ac=article&Id=538632211> ค้นหา 1June 2023 Yamane, Taro. (1973). *Statistics an Introductory Analysis*. New York: Harper & Row.