



REFORM THE THAI CIVIL SERVICE SYSTEM TO SOLVE THE CURRENT CORRUPTION PROBLEM

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Abstract

This academic article aims to study the civil service reform process in Thailand and to study solutions to current corruption problems. It is very important in the Thai bureaucracy. It is a problem affecting progress and people's confidence in the governance system. There are some solutions to the problem of corruption in the bureaucracy. It is transparent by using information technology to disclose public information. They are, for example, government agency budgets, programs, and spending. It encourages citizens to participate in monitoring and monitoring government operations. It provides for the dissemination of information to the public, e.g. Government budget, national development plan and other important information. It happens to citizens through various channels such as government websites and various communications. Government agencies release public information to promote transparency. It includes checking the





accuracy and completeness of information before it is published. It prepares information for dissemination to the public. It uses channels such as government websites, Government Open Data Portal or other online communication platforms. It communicates with the public about published information. It is important information for answering and solving public questions. It is an evaluation of the public release. It brings in external audit agencies to carry out government work. It promotes a culture of information disclosure and public awareness. It encourages citizens to have knowledge and understanding of their rights and duties to inspect government officials. It supports communication and dissemination of information on preventing and suppressing corruption. It clearly reinforces responsibility, criteria and standards for working. It uses a fair and transparent performance appraisal system. It provides strict punishment for offenders, not exempting those in authority. It has to deal with problems. It's such a duplication of duties and responsibilities of the agency. It has reformed the civil service system to address corruption. It requires cooperation from all sectors, including government, the private sector, NGOs and the general public. It creates lasting change and has real results.

Keywords: Reform; Thai Civil service system; Corruption problem

Introduction

In Thailand, the civil service reform has a long history of political, social and economic changes. It has carried out many important reforms aimed at improving the efficiency and transparency of the government sector. There are some important events in the history of civil service reform in Thailand (Thanakorn Surakhan, Nattawut Bungchan, 2016, p. 3). The early Rattanakosin period has significant changes in the civil service reform in the administration of Thailand. It has an important effect on strengthening the state and it helps improve the efficiency of public administration. Next, the main points of the civil service reform in the early Rattanakosin period include the restructuring of the administration, the establishment of ministries, the establishment of various ministries to oversee and control the central administration. They are the Ministry of Interior, the Ministry of Finance, the Ministry of Justice, etc. The decentralization of power is administered to the regional and local levels to make





the administration more efficient and accessible to the people. The legal system reform is the improvement of laws to be up-to-date and consistent with the changing social and economic conditions, such as the enactment of new laws, the amendment of old laws that are outdated, the establishment of courts. In addition, the establishment of courts to consider cases and decide cases according to new laws according to the economy and society. The state has promoted religion and national culture to enhance social stability, such as taking care of the people's health. Hospitals and various public health services have been established to take care of the people's health. The administration of the country has appointed capable and virtuous civil servants to important positions to make the administration of the country efficient. Civil servants are trained to have knowledge and skills in administration. The civil service reform in the early Rattanakosin period was an important change that helped strengthen the state and develop the country to progress in all aspects (Kamol Thongthammachat, Phonsak Phongphaew, 1996, p. 39-42).

During the reign of King Rama IV, the civil service reform (King Mongkut) and King Rama V (King Chulalongkorn) were periods of significant changes in the administration system of Thailand. During this period, the civil service reform focused on improving the administrative structure, economic and social development, including education and public health to adapt to changes in the modern world. During the reign of King Rama IV, the civil service reform (B.E. 2394-2411) was open to Western culture and science, such as the signing of the Bowring Treaty with England in B.E. 2398. This treaty paved the way for Thailand to trade freely with foreigners, which led to the expansion of trade and the economy. Western science and technology were introduced into the country, such as the establishment of telegraph stations, the use of electric lights. Educational reforms included the establishment of Western schools and educational institutions to provide people with modern education and knowledge. During the reign of King Rama V, the civil service reform (1868-1910) reformed the administrative structure, such as the establishment of ministries, departments, and agencies to make the administration more systematic and efficient, such as the Ministry of Interior, the Ministry of Finance, and the Ministry of Justice. In





1905, King Rama V announced the abolition of the serfdom and slavery system to enhance social justice and give people more freedom. Economic and public utility development included the construction of the first railway line from Bangkok to Nakhon Ratchasima, as well as the construction of roads to connect different regions of the country (Thipawadi Mekhasawan, 1998, p. 60).

After the change of government in 1932, the system was changed from an absolute monarchy to a democratic system with the King as the head of state. Civil service reform played an important role in changing the administrative structure and various policies to be suitable for the new regime. There are important points of civil service reform after the change of government in 1932. It was the establishment and adjustment of the administrative structure. The parliament, consisting of the House of Representatives and the Senate, was established as a legislative body to enact laws and control the administration. The cabinet was established as the highest administrative body with the Prime Minister as the head. The cabinet members were given responsibility for various ministries. Decentralization of power involved the establishment of local administrative organizations such as municipalities, sub-district administrative organizations (SAOs) and provincial administrative organizations (PAOs) to allow people to participate in their own local administration. Development of the education and public health system involved the development of the education system to be standardized and accessible to the general public, such as the establishment of schools in remote areas and the promotion of education at various levels. In addition, hospitals and medical facilities were established in various areas to provide people with access to quality public health services. Economic and social development involved investment in various infrastructures such as roads, bridges and irrigation systems to support economic development and the quality of life of the people. Agriculture and industry were promoted to increase productivity and generate income for the country.

In the present era, the reform of the civil service in Thailand has many dimensions and is a continuation of the reforms in the past. It focuses on increasing the efficiency of the administration, enhancing transparency, and decentralizing power to local governments to be able to respond to the needs of the people more appropriately and effectively. The increase in efficiency of the





administration has reduced the number of unnecessary civil servants and adjusted the administrative structure to be more efficient. Information and communication technology (ICT) is used in the administration to increase efficiency and transparency. The enhancement of transparency is the dissemination of government information to the public, such as budget information, procurement, etc. It is the opening for the public to participate in the decision-making of the civil service through the community and private sector organizations. The decentralization of power to the local government promotes the local government to have the power to administer and develop in various dimensions, such as the preparation of local development plans. It promotes the participation of the community and is a part of the decision-making of local policies. The development of the education and public health system has developed the education system to reach both students and teachers with high quality. The development of hospitals to provide quality services to meet the needs of the people. It can be seen that the reform of the civil service system in Thailand has a long history. It has changed according to the political, economic and social situation to improve the efficiency and transparency of the administration of the country. These reforms have had an important effect on the development of the country and the creation of confidence in the governance system of the people.

Meaning

According to the definition of the Royal Institute Dictionary B.E. 2554, reform means appropriate, suitable, such as reform test is a suitable place or an appropriate place (Royal Institute, 2556). Civil service reform means changing the operations, internal management of the civil service system (Singthong, 2558). Thai bureaucracy refers to a large organization consisting of a structure, a complex internal administration, a chain of command, a division of labor according to specific expertise, a specification of authority and duties for different positions, a system of appointments, and a system of examination for promotion, making government service a stable career. Communication is formal, duties are routine, and work is within the framework of the law. Administration is based on the principle of prudence, which sometimes causes delays (red tape).





Procedures refer to the steps or methods used to implement the reform so that it achieves its goals. Manpower refers to the personnel in the organization who can perform in various parts so that the organization can move towards its goals (Singthong, 2015).

Corruption Problems “Corruption” is a word that has been defined by many scholars and international organizations. For example, “Government officials use state property for personal gain” (Shleifer, A., & Vishny, R. W., 1993, p 3). “The use of public power for personal gain without authorization” (World Bank, 2024). “The abuse of power obtained for personal gain” (Transparency International, 2024). “The abuse of power as a government official for personal financial or other benefits” (OECD, 2024). “The abuse of the power of a public figure or government agency for personal gain” (Robert Klitgaard, 2008: p 2). “The violation of the public interest for personal gain” (Rogow, A. A., & Lasswell, H. D., 1963, p 6), or “Any action in which the power of a government official is used for personal gain that conflicts with the rules” (Jain, A. K., 2001: p 73). Overall, it can be said that the common points of the definition of corruption are: The actions of public officials who use their public office for personal gain consist of three elements: (1) the use of public office; (2) abuse or misuse; (3) personal or private gains. Therefore, the reform of the Thai civil service system means the process of revising and improving the structure of the administrative system to be standardized and efficient. It can respond to the needs of the people and society appropriately. The main goal is to increase transparency, reduce corruption problems, and enhance the efficiency of the management of the country's resources.

Increasing Transparency

Increasing transparency in the Thai bureaucracy is a very important issue today. Citizens and society can easily and comprehensively inspect and access government information. Some steps and measures have been taken to increase transparency in the Thai bureaucracy.

The government provides for the dissemination of public information such as government budgets, national development plans and other important





information. It communicates to the public through various channels such as government websites and various communication platforms. Public information dissemination by the government is an important process in promoting transparency and public access to information. It is one of the important steps in the process of public information dissemination. Determining the public information to be disseminated, taking into account the importance of the information and the public's need to access information. Preparing the information for dissemination includes checking the accuracy and completeness of the information before disseminating it to the public. The government uses various channels such as government websites, Government Open Data Portals, or other online communication platforms. Communicating with the public about the information dissemination and responding to the public's needs for information. Evaluation is done after the public information is released to improve and develop the information dissemination process to be effective. It is an appropriate response to the public's needs.

Financial and procurement disclosure: It is the disclosure of information about government finance, procurement and projects to the public for public scrutiny. The public is aware of the expenditure and transparency of the financial process. Financial and procurement disclosure is an important part of government transparency to benefit the public. There are some important steps and principles in disclosing this information. Determining the scope and types of information to be disclosed, such as details of budget expenditure, government income. They include checking the accuracy and completeness of the information before it is released to the public. Preparing the information for disclosure to the public through appropriate channels such as government websites with information dissemination sections or government information dissemination portals. Evaluating whether the public understands the information disclosed correctly and appropriately. It is using the information in decision-making or government analysis. It is responding to the public's needs and questions about the information disclosed, using suggestions to improve the information disclosure process in the future. It is improving laws and regulations to make the management of government resources transparent and fair. It is using information technology to manage government resources. For example, using electronic systems to submit





documents, providing online services to make operations more efficient and transparent. It is creating communities to participate in making decisions for the government. It is transparency for the public. They have the right to choose the best decision for themselves (Thotsaporn Sirisampan, 2002, p 47).

Improving Laws and Regulations

The bureaucracy in Thailand is an important process to make the administration system standard and effective. It can respond to the needs of the people and society appropriately. There are some steps to improve the laws and regulations of the bureaucracy in Thailand. There are in-depth analysis and research to understand the issues and problems related to laws and regulations. The bureaucracy improvement may use data from opinion surveys or evaluation analysis and research. The bureaucracy is an important process to understand the structure and operation of the bureaucracy. It can be improved and developed to be more efficient. There are some main steps in bureaucratic analysis and research. Survey and collect data. Data is collected on the structure and operation of the bureaucracy, including surveys of opinions and needs from those involved, such as senior executives, personnel working in the system, and the general public. The collected data is analyzed to understand the problems and needs of the bureaucracy. The analysis may focus on problematic work processes, the ability to respond to the needs of the people, or factors affecting the operation of the system. It can study knowledge about bureaucracies in other countries or other bureaucratic models. The bureaucracy is improved to bring good techniques or approaches into the bureaucracy of the country. Research is conducted to find alternatives and approaches to improve the bureaucracy by creating new concepts or introducing new technologies into the work to increase efficiency and quality of services. Analyze the feasibility of the approach and present a plan for improving the bureaucracy. It includes setting operating procedures and setting goals to control and evaluate in the long term. Drafting regulations to be a model using information and suggestions from relevant parties such as government agencies, professional associations or communities. Drafting laws and regulations is an important process in managing and improving the civil service system to be more orderly and efficient. Some of the main steps in drafting laws and regulations are using analysis to find out the needs and problems that need to be





solved by laws or regulations. It includes improving work procedures, preventing corruption or creating a friendly working environment. It studies relevant information such as relevant laws, orders that have been issued and have an impact on the work, and information received from relevant parties to provide sufficient basic information for drafting laws or regulations. There is a plan for drafting laws or regulations by setting work targets, implementation periods, and assigning relevant teams. It drafts laws or regulations using information and suggestions from data analysis and study. It includes giving relevant parties an opportunity to provide comments for improvement before proceeding to the next step. It examines and considers draft laws or regulations by providing comments and opinions from experts and making improvements based on the opinions of relevant parties. It takes the draft laws or regulations that have been reviewed and considered to the approval stage by relevant agencies. It disseminates the draft laws to the public and interested groups to receive additional comments and suggestions to create understanding of the improvement plan. It takes the draft laws for consideration by relevant agencies and approves them as laws for use in public administration. It proceeds to improve laws and civil service regulations as specified, including evaluating the results to see the results and problems that need to be further solved. It is an important process to monitor and improve the efficiency of the system. This is the main step in the process of evaluating the bureaucracy. It plans to set goals and activities to be done to develop or improve the bureaucracy. It includes determining the time and resources needed to carry out the plan. It works with the team and related agencies to ensure that all activities are carried out as planned. It collects data related to the operation for evaluation and analysis. It analyzes the results according to the goals and activities set by using the collected data to know the success of the operation. It uses the data from the analysis of results to improve and develop the bureaucracy. It operates in accordance with the needs and higher efficiency in the future. It supports the orderly compliance with the law. It includes organizing training and disseminating information to enhance understanding and correct use (Bhokin Pholkun, Chanchai Saengsak, 1998, p. 39-45).





Training and Development of Officials

It is an important part that helps to enhance the ability and expertise in performing duties for government officials at various levels. It focuses on developing professional skills, management and understanding of assigned duties. There are some steps and methods for training and developing government officials. There is a training plan that takes into account the needs of the personnel and the duties that need to be developed, such as reviewing the results of the performance evaluation and planning for career development. Planning personnel training is an important process to enhance the skills and knowledge of personnel to suit the needs and missions of the organization appropriately. It is the main step in planning personnel training. It analyzes to know the needs of the organization in training, such as skills to be developed, expertise to be strengthened, goals to be achieved in training. There is a training program plan with learning goals and expected outcomes to make the training meet the objectives. It selects and designs training courses that are appropriate for the needs and levels of personnel. It uses appropriate learning technologies, such as using online learning platforms or interactive learning tools. It creates a clear teaching plan, including specifying the training period and evaluation. It conducts training according to the approved plan, using instructors who are experts in each topic to ensure that the training is of quality and effective. It evaluates the results of the training to know the success and satisfaction of the trainees and to improve future training plans. It selects and manages training courses that are appropriate for the needs and levels of the officers, including providing instructors who are experts in each topic. It uses Information and Communication Technology (ICT) to enhance knowledge and skills in training courses. It uses online training platforms or tools that help in interactive learning. The use of technology in civil servant training is an effective tool to effectively enhance the skills and knowledge of civil servants. It is some ways and advantages of using technology in civil servant training. It uses a variety of online learning platforms such as Moodle, Google Classroom, Microsoft Teams or courses that are created as interactive so that personnel can access training content at any time. It uses online communication tools such as Zoom, Microsoft Teams, Google Meet to organize online meetings or discussions or use live training with discussions and questions between trainees. It uses training-





related applications such as training applications that can be used for learning on Android or iOS. It promotes learning in convenient locations. It uses VR or AR technology to simulate real situations that officers may encounter in their work, allowing officers to gain more realistic experiences and training. It creates clear and impressive training videos. It encourages officers to learn and practice on their own. It uses platforms that help in testing knowledge. It evaluates the results of training such as Google Forms, SurveyMonkey, Kahoot, etc. It helps support officers to have a suitable atmosphere for learning. It includes consulting and monitoring the progress of training. It evaluates the results of training to improve and develop the project to be more effective. It uses information from training assessment results and staff readiness assessment (Wirach Wiratchanipawan, 2004, p. 56).

Organizational Restructuring

In the bureaucracy, it is an important process to make the administrative system more efficient and work better. It is some steps and issues that are used in restructuring the bureaucracy. There is an in-depth analysis of the current organizational structure and research to understand the problems and needs that need to be improved. There is a design of a new organizational structure that is suitable for complex operations and changing workloads in order to be flexible and efficient in working. The design of a new bureaucratic structure is a complex and important process because it affects management and good service to the public. This is the main step in designing a new bureaucratic structure. An in-depth analysis of the current bureaucratic structure is done, including surveys of opinions and needs from relevant parties, such as senior executives.

Practitioners and the public plan a new structure by considering the current and future needs of the bureaucracy. It includes designing operations and relationships between agencies. Drafting a structure that is appropriate and flexible for operations. It can respond to changes in society and technology. There is a change management plan with clear communication and public relations meetings with relevant parties so that everyone understands and accepts the change. Emphasis is placed on bringing the public into the design of the new



structure. There is disclosure of information and public participation in decision-making. There is an evaluation of the new structure for further improvement and development by using data from the evaluation of operations and satisfaction of service users. An action plan is created to introduce the new organizational structure into operation, including defining the duties and responsibilities of each agency. The change in the organizational structure is managed by having clear communication and public relations meetings with personnel. Appropriate methods are used to support the implementation of the organizational restructuring, evaluate the success of the change and make further improvements (Jiraprap Akarawon, 2015, p. 181).

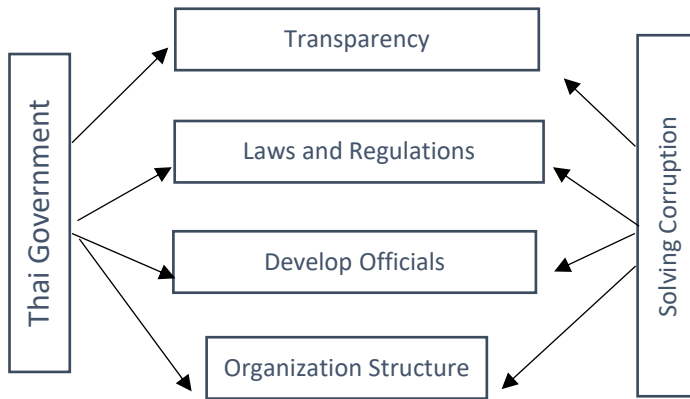


Figure 1: Model Reform the Thai civil service system to solve the current corruption problem.

New Knowledges

The main objective of civil service reform in Thailand is to solve many corruption problems. It is the civil service system as a process and regulations for civil servants to perform their duties. However, some personnel have committed wrongdoings and corruption. It is necessary to reform the civil service system to keep up with globalization for transparency. There are improvements to laws and regulations, training and development of personnel all the time, and



organizational restructuring to increase the dissemination of public information and financial information. There is procurement so that people can monitor and inspect government spending effectively. It creates fair working conditions, focusing on transparency and preventing corruption. It includes developing work processes to be more efficient. There are amendments and improvements to related laws to be consistent with fairness. There is strict compliance with the law, promoting training and development of civil servants to enhance their knowledge and ability to perform their duties effectively.

Conclusions

In Thailand, there is a civil service reform to solve the problem of corruption. It is a complex process with various characteristics. It is some conclusions about the civil service reform to solve the problem of corruption in Thailand. It creates transparency in various government processes, such as disclosing financial information and procurement to reduce opportunities for corruption. It is a review and improvement of related laws and regulations to comply with the principles of democracy and corruption prevention. It emphasizes the training and development of civil service personnel to increase knowledge and skills related to the prevention and fight against corruption. It restructures the organization to increase efficiency in management and reduce the complexity of government operations. It is a civil service reform to solve the problem of corruption in Thailand must be a continuous process with cooperation from all parties involved. It can develop and improve the civil service system to be flexible and able to respond to the needs of the people appropriately





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