



DEVELOPMENT OF PERSONNEL POTENTIAL IN SUBDISTRICT ADMINISTRATIVE ORGANIZATIONS AFFECTING CITIZEN SATISFACTION WITH SERVICES IN THE EASTERN REGION

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Abstract

This research employed a quantitative approach using survey methodology to examine the influence of personnel development in Subdistrict Administrative Organizations (SAOs) on citizen satisfaction with public services in Thailand's eastern region. Data were collected from relevant documents, previous studies, and structured questionnaires. The study aimed to: (1) assess citizen satisfaction levels regarding SAO services; (2) evaluate public awareness of SAO personnel development and its impact on service quality; and (3) propose strategies for effective personnel development aligned with citizen expectations. A sample of 400 respondents revealed that the majority were female (55.0%), with the largest age group being 26–35 years (32.5%), and most holding a bachelor's degree (30.0%). The primary occupational groups included private employees (27.5%) and farmers (22.5%). Among the service aspects evaluated, personnel's advisory



capacity received the highest satisfaction score (Mean = 4.12 ± 0.85), followed by transparency and fairness (Mean = 4.01 ± 0.95), and politeness and friendliness (Mean = 3.97 ± 0.13). The speed of service and the accuracy of information and documents were also rated highly (Mean = 3.84 ± 0.99 and 3.85 ± 0.98 , respectively). Overall satisfaction with services was high (Mean = 3.96 ± 0.15).

Furthermore, 70.0% of respondents were aware of personnel development initiatives, and an equal percentage believed these initiatives positively impacted service quality. The area most in need of improvement were communication and public service skills (62.5%), followed by information technology utilization (55.0%). These findings highlight the importance of continuous personnel development to enhance service efficiency, responsiveness, and citizen satisfaction in local governance. The study provides practical recommendations for strengthening SAO personnel capabilities to meet community needs effectively.

Keywords: Personnel Development; Subdistrict Administrative Organization; Citizen Satisfaction; Eastern Region

Introduction

Modern Thai society is undergoing rapid socio-economic changes, influencing shifts in traditions and individual lifestyles. As the nation enters the age of creativity, success is no longer rooted solely in knowledge, which has become easily accessible, but in creative capacity. The government's creative economy policy aligns with this trend.

Contemporary Thai society is also experiencing significant shifts in values, customs, and traditions. Individuals encounter primary social roles from the beginning of life, which differ among people and lead to diverse ways of living. Particularly in the era of globalization, these rapid changes require individuals to coexist and interact effectively within society, continuing from past to present. Such transformations significantly influence decision-making and the fulfillment of social responsibilities, ultimately affecting society at a broader, national level (Thatchapath Yuktanon, 2022).



Local administrative organizations play a vital role in supporting communities under Thailand's 12th National Economic and Social Development Plan. They are expected to empower communities to solve problems independently, engage the private and civil sectors, and implement good governance while decentralizing authority to local governments. SAOs serve as essential agents of decentralization and public service delivery, necessitating innovation and creative competency among their personnel. Despite their crucial role, SAOs face multiple challenges, including limited human resource capacity, insufficient training in modern service practices, and increasing public expectations for efficient, transparent, and citizen-centered services. Personnel development initiatives are therefore critical to ensure that SAO staff can deliver high-quality services effectively and respond to community needs promptly.

This study, therefore, examines how developing SAO personnel potential influences public satisfaction in the eastern region, providing insights for enhancing long-term service quality.

Research Objectives

- 1 .To study the level of citizen satisfaction with SAO services in the eastern region.
2. To assess public awareness of SAO personnel development and its impact on service quality.
- 3 .To propose guidelines for improving SAO personnel development to meet citizen needs effectively.

Literature Reviews

Personnel Development in Local Administrative Organizations Previous studies indicate that personnel development is critical for enhancing the capacity of local administrative organizations (LAOs) to provide high-quality public services. Training programs, skill development, and capacity-building initiatives help personnel adapt to complex administrative tasks, technological advancements, and community needs (Chongthaworn & Somboon, 2020; Phongphun, 2021). In particular, Subdistrict Administrative Organizations

(SAOs) require continuous human resource development to strengthen their role as effective service providers.

Citizen Satisfaction with Public Services Citizen satisfaction is widely recognized as a key indicator of the effectiveness and quality of public services. Factors affecting satisfaction include service speed, accuracy of information, transparency, fairness, politeness, and advisory capacity of personnel (Srisuwan & Laohasiriwong, 2019). High levels of satisfaction are associated with efficient service delivery, clear communication, and personnel competency.

Relationship between Personnel Development and Citizen Satisfaction Several studies highlight a positive correlation between personnel development and citizen satisfaction. Enhancing personnel skills, particularly in communication, service management, and the use of information technology, increases the efficiency and quality of public services, which in turn raises citizen satisfaction (Thongsuk & Prasert, 2022; Yuktanon, 2022).

Continuous training programs and knowledge-sharing initiatives are essential for maintaining sustainable service improvement. Challenges in SAO Personnel Development Despite their importance, SAOs face challenges such as limited training resources, insufficient digital literacy, and high public expectations for transparency and efficiency. Addressing these challenges through strategic personnel development is necessary to ensure responsive, citizen-centered service delivery (Raksaseri, 2021).

Overall, the literature indicates that effective personnel development in SAOs significantly influences citizen satisfaction. Improving advisory capacity, communication skills, digital literacy, and service management can enhance service quality, efficiency, and public trust. These findings justify the need for empirical research to explore personnel development strategies that maximize citizen satisfaction in local governance.

Research Methodology

Research Design

This study employed a quantitative research approach using survey methodology. Data were collected from a sample group through relevant documents and related research to analyze and synthesize the development of personnel potential in Subdistrict Administrative Organizations (SAOs) and its impact on citizen satisfaction with service delivery in the eastern region.

Population and Sample: The target population for this study included individuals aged 18 and over residing in the eastern region of Thailand, totaling 3,833,286 people (according to the Bureau of Registration Administration, Department of Provincial Administration, 2023). A stratified random sampling technique was applied to ensure comprehensive and representative data collection. The sample size was determined using Taro Yamane's formula (Yamane, 1973), resulting in a sample of 400 respondents. The study was conducted with a 95% confidence level and a statistical significance level of 0.05. **Research Instruments:** The research instrument used in this study was a questionnaire, which was divided into three parts:

Part 1: General Information of Respondents

This section contained four items: gender, age, education level, and occupation.

Part 2: Satisfaction with SAO Services

This section assessed five key aspects of service delivery:

1. Politeness and friendliness of service personnel
2. Speed of service delivery
3. Accuracy of information and documentation
4. Ability of personnel to provide guidance and advice
5. Transparency and fairness in service provision

Responses in this section were rated using a 5-point Likert Scale as follows:

- Most satisfied = 5
- Very satisfied = 4
- Neutral = 3
- Needs improvement = 2
- Not satisfied at all = 1

Part 3: Awareness of Personnel Development in SAOs

This section consisted of three items, covering awareness of personnel development efforts, perceived impact on service quality, and suggestions for further development areas.

Data Interpretation: For this study, the interpretation of questionnaire results was based on mean scores. The classification of score intervals followed the approach of Best (1977), with each class interval set at 0.8. The interpretation levels were as follows:

- Mean score of 4.21 – 5.00 = Very High
- Mean score of 3.41 – 4.20 = High
- Mean score of 2.61 – 3.40 = Moderate
- Mean score of 1.81 – 2.60 = Low
- Mean score of 1.00 – 1.80 = Very Low

Statistical analysis: 1) General Information: The data were analyzed using descriptive statistics, including frequency distribution and percentage. 2) Level of Satisfaction: The analysis employed descriptive statistics, consisting of the arithmetic mean and standard deviation. 3) Opinions on Awareness of Personnel Development in SAOs: The analysis used descriptive statistics, specifically frequency distribution and percentage.

Results

General Information of the Respondents

Based on the collected questionnaire data, the majority of respondents were female, totaling 220 individuals (55.0%), while male respondents numbered 180 (45.0%). The most represented age group was 26–35 years, with 130 respondents (32.5%), followed by the 36–45 age group with 100 respondents

(25.0%), and the 46–55 age group with 80 respondents (20.0%). The 18–25 and 56-and-over age groups accounted for 50 (12.5%) and 40 (10.0%) respondents, respectively.

In terms of education level, the highest proportion of respondents had a bachelor's degree, with 120 individuals (30.0%). This was followed by high school or equivalent (100 respondents or 25.0%), and vocational/technical diploma holders (80 respondents or 20.0%). Those with education below high school and those with education above a bachelor's degree each accounted for 50 respondents (12.5%).

Regarding occupation, the largest group was private company employees, totaling 110 respondents (27.5%). This was followed by farmers (90 respondents or 22.5%) and self-employed/business owners (80 respondents or 20.0%). Government officers or state enterprise employees made up 70 respondents (17.5%), while other occupations accounted for 50 respondents (12.5%), as shown in Table 1.

Table 1 Summary of General Information of the Respondents

Variable	Number (Persons)	Percentage (%)
1. Gender		
Male	180	45.0
Female	220	55.0
2. Age (years)		
18 - 25	50	12.5
26 - 35	130	32.5
36 - 45	100	25.0
46 - 55	80	20.0
56+	40	10.0
3. Education Level		
Below high school	50	12.5
High school or equivalent	100	25.0

Vocational certificate / Diploma	80	20.0
Bachelor's degree	120	30.0
Above bachelor's degree	50	12.5
4. Occupation		
Farmer	90	22.5
Private company employee	110	27.5
Government officer / State enterprise employee	70	17.5
Trader / Business owner	80	20.0
Others	50	12.5

Level of Satisfaction with SAO Services

A survey on citizen satisfaction with the services provided by personnel in Subdistrict Administrative Organizations (SAOs) in the eastern region was conducted using 400 questionnaires. The evaluation covered five key service aspects, with five items in each aspect. The summarized results are presented in Table 2.

Table 2 Summary of Satisfaction Levels Toward SAO Personnel Services by Aspect

Evaluation Item	Mean±SD	Interpretation
Politeness and friendliness of service personnel	3.97±0.13	High
Speed of service delivery	3.84±0.99	High
Accuracy of information and documents received	3.85±0.98	High
Ability of personnel to provide guidance	4.12±0.85	High

Transparency and fairness in service delivery	4.01±0.95	High
Overall	3.96±0.15	High

The evaluation of citizen satisfaction with SAO services revealed that the highest-rated aspect was the ability of personnel to provide advice, with a mean score of 4.12 ± 0.85 , interpreted as a high level of satisfaction. This was followed by transparency and fairness in service delivery (Mean = 4.01 ± 0.95) and the politeness and friendliness of the personnel (Mean = 3.97 ± 0.13), both also rated at a high level. The speed of service and the accuracy of information and documents received scored similarly, at 3.84 ± 0.99 and 3.85 ± 0.98 , respectively—both within the high satisfaction range. Overall, the mean score for service satisfaction was 3.96 ± 0.15 , indicating a generally high level of satisfaction with SAO service delivery.

Awareness of Personnel Development in SAOs

Based on the analysis of 400 questionnaires, the data regarding public awareness of personnel development in Subdistrict Administrative Organizations (SAOs) in the eastern region can be summarized as shown in Table 3.

Table 3 Summary of Respondents' Awareness of Personnel Development in SAOs

Question	Number (Persons)	Percentage (%)
1. Are you aware that SAO has implemented personnel development initiatives?		
• Yes	280	70.0
• No	120	30.0
2. Do you think personnel development affects the quality of services?		
• No effect at all	10	2.5
• Slight effect	30	7.5
• Moderate effect	80	20.0

• Significant effect	140	35.0
• Very significant effect	140	35.0
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3. In which areas should personnel capacity be further developed? (Multiple answers allowed)		
• Communication and public service	250	62.5
• Legal and regulatory knowledge	190	47.5
• Information technology usage	220	55.0
• Ethics and professional conduct	180	45.0

Table 3 illustrates the awareness and opinions of respondents regarding the development of personnel potential within Subdistrict Administrative Organizations (SAOs). It was found that the majority of respondents, totaling 280 individuals (70.0%), were aware that SAOs have implemented personnel development initiatives, while 120 respondents (30.0%) were not aware of such efforts.

When asked about the perceived impact of personnel development on service quality, most respondents believed it had either a very significant or significant effect, with 140 individuals (35.0%) indicating each level. Another 80 respondents (20.0%) viewed the impact as moderate, while 30 (7.5%) believed the effect was minimal, and 10 (2.5%) believed it had no effect at all.

Regarding areas for further personnel development (with respondents allowed to choose more than one area), the most frequently selected was communication and public service, chosen by 250 respondents (62.5%). This was followed by information technology skills (220 respondents, 55.0%), legal and regulatory knowledge (190 respondents, 47.5%), and ethics and professional conduct (180 respondents, 45.0%).

Discussions

Demographic Information: (Gender) The survey revealed a higher proportion of female respondents (55.0%) compared to male respondents (45.0%). This may indicate greater female participation in the questionnaire activities and potentially reflect a higher level of interest in local organizational

development among women. **Age:** The largest age group among respondents was 26–35 years (32.5%), which may suggest that individuals in this age range are more aware or concerned about service provision and personnel development. Policy refinement and skill enhancement for this group may be particularly relevant. **Education Level:** Most respondents held a bachelor's degree (30.0%), consistent with a population segment that possesses the knowledge and capacity to assess public service delivery and personnel development in local administrative organizations. This educational background may also enable more insightful opinions on personnel capacity building at the local level. **Occupation:** The highest represented occupational groups were private company employees (27.5%) and self-employed/business owners (20.0%). This reflects expectations from individuals working in the private and business sectors for efficient and convenient services from Subdistrict Administrative Organizations (SAOs). Additionally, government officials/state enterprise employees (17.5%) and farmers (22.5%) were also significantly represented. Government employees may expect standardized service procedures, while farmers may prioritize agricultural development and local support. The remaining 12.5% represented various other occupations not explicitly listed, indicating occupational diversity among respondents.

Satisfaction with SAO Services: The assessment of public satisfaction with services provided by SAO personnel showed high satisfaction across several aspects, particularly in the area of personnel advisory ability (Mean = 4.12 ± 0.85). This aligns with findings from the study on Krachang SAO, where citizens expressed high satisfaction with the service staff (Mean = 4.14) (Siri Paeprakorn, 2015). Similarly, a survey by Chaniang SAO also reported the highest satisfaction levels with service personnel (RMUTI, 2021).

Regarding service speed (Mean = 3.84 ± 0.99) and the accuracy of information and documents received (Mean = 3.85 ± 0.98), the relatively high standard deviations may reflect varied service experiences among respondents. This is supported by a study on Bang Prong SAO, which found that citizens were highly satisfied with the accuracy and completeness of the information provided (Anchalee Dusitsutthirat et al., 2016).



For transparency and fairness in service provision (Mean = 4.01 ± 0.95), additional evidence from the Samed SAO emphasized the importance of transparency in building public trust in local services (Samed SAO, 2022).

Public Awareness of Personnel Development in SAOs: (Public Awareness) The survey found that 70.0% of the respondents were aware of personnel development initiatives in SAOs. This indicates successful communication and outreach regarding local capacity-building efforts, which in turn helps build public trust in SAO services.

Impact on Service Quality: A significant portion (70.0%) of respondents believed that personnel development had a “great” or “very great” impact on service quality. This reflects public recognition that investments in staff skills and knowledge contribute to improved service delivery.

Survey results also revealed a strong demand for personnel development in communication and public service, with 62.5% of respondents supporting this area of improvement. Enhancing communication skills among staff can improve the clarity, accuracy, and accessibility of information shared with the public, leading to higher service quality and stronger community relations.

In addition, information technology (IT) emerged as another important area (55.0%). Adopting digital technologies in public services can enhance speed, convenience, and operational accuracy, which is especially crucial in the digital era where online platforms and automation are becoming increasingly common (Sangyasorn Sawatthaisong, 2024). The development of both communication and IT competencies is thus essential for raising service standards and meeting public expectations effectively.

New Knowledges

This study contributes new knowledge regarding the development of personnel potential in Subdistrict Administrative Organizations (SAOs) and its impact on citizen satisfaction in the eastern region of Thailand. The findings provide insights into key factors that enhance public service quality and citizen satisfaction. The knowledge gained can be summarized as follows



1. **Positive Impact of Personnel Development on Citizen Satisfaction** The development of personnel skills, particularly in advisory capacity, communication, and transparency, has a positive effect on citizen satisfaction. This supports the Human Capital Theory and the concept of Public Service Motivation by highlighting the role of well-trained personnel in effective service delivery.

2. **Prioritization of Service Aspects** Citizens place the highest importance on the advisory ability of personnel, followed by transparency/fairness and politeness/friendliness. This insight helps SAOs prioritize training and development initiatives to focus on areas most valued by the public.

3. **Citizen Awareness as a Mediator** Approximately 70% of respondents were aware of personnel development initiatives and perceived a positive impact on service quality. Public awareness acts as a mediating factor that strengthens the effect of personnel development on overall satisfaction.

4. **Importance of Digital and Communication Skills** Areas requiring improvement, as indicated by citizens, include public communication (62.5%) and information technology utilization (55.0%). Enhancing skills in these domains can improve service efficiency, speed, and convenience, ultimately increasing citizen satisfaction.

5. **Practical Guidelines for SAO Development** The study suggests that SAOs should provide targeted training in advisory skills, ICT applications, communication, and service ethics. This approach ensures personnel are equipped to meet citizen needs effectively and consistently.

Conclusions

The study on the development of personnel potential in Subdistrict Administrative Organizations (SAOs) and its impact on citizen satisfaction in the eastern region found that the majority of respondents were female (55.0%). The most represented age group was 26–35 years (32.5%), and most held a bachelor's degree (30.0%). The primary occupational groups among respondents were private company employees (27.5%) and farmers (22.5%). In terms of service

satisfaction, the highest-rated aspect was the ability of personnel to provide advice (Mean = 4.12 ± 0.85), underscoring the importance of clear and helpful consultations. Transparency and fairness (Mean = 4.01 ± 0.95), as well as politeness and friendliness of staff (Mean = 3.97 ± 0.13), also received high satisfaction scores. The speed of service and the accuracy of information received comparable average scores of 3.84 ± 0.99 and 3.85 ± 0.98 , respectively. Overall service satisfaction was rated high, with a mean score of 3.96 ± 0.15 .

Regarding public awareness, 70.0% of respondents were aware of SAO personnel development efforts, and the same percentage believed that such development had a positive impact on the quality of services. The areas identified as most in need of improvement were communication and public service (62.5%), followed by the use of information technology (55.0%). Enhancing skills in these two domains can significantly improve the efficiency, speed, and convenience of public service delivery, thereby increasing satisfaction among local residents.

Recommendations

Recommendations for Development

Enhance personnel capacity in technology usage by providing knowledge and training on various digital platforms to improve service efficiency.

Improve service processes to ensure greater transparency, thereby increasing public trust by clearly disseminating information about procedures and the outcomes of SAO operations.

Provide training for personnel in communication and public service skills to ensure effective, clear, and easily understood interactions, along with improving responsiveness to public needs in a timely and efficient manner.

Recommendations for Future Research

Conduct in-depth studies on the factors influencing citizen satisfaction.

Compare levels of citizen satisfaction across different contexts or regions.

Analyze the relationship between personnel development and the effectiveness of service delivery.

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