

GOVERNMENT PERSONNEL MANAGEMENT OF THAILAND IN THE COVID-19 SITUATION

Boonton Dockthaisong^{1*} and Chattawat Shatnataphat²

¹Doctor of Philosophy Program Department of Public Administration Mahachulalongkornrajavidyalaya University Phra Nakhon Si Ayutthaya Province, Thailand.

²Master of Arts Program Public and Private Sector Management Program Phanomwan College of Technology Nakhon Ratchasima Province, Thailand

*Corresponding author

DOI: 10.46609/IJSSER.2021.v06i12.004 URL: <https://doi.org/10.46609/IJSSER.2021.v06i12.004>

Received: 12 Dec. 2021 / Accepted: 25 Dec. 2021 / Published: 30 Dec. 2021

ABSTRACT

The objectives of this research were: 1) Study problems of Government personnel management in The Thailand Government Sector from the past to the Present and Lead to the future. 2) Study analyze The Adaptation in Government personnel management in The Thailand Government Sector in The Situation of Covid-19, and every crisis situation and 3) Find an appropriate management approach and Government personnel management in The Thailand Government Sector. This is qualitative research using documented data analysis. The researchers studied and analyzed articles, textbooks, journals, online media and related research. The results of the study found that; 1) The caused by difficulties comparing standards in ASEAN, rules, regulations or administrative structures, Strategic integration in line with the national development strategy; 2) Analyze and develop a performance appraisal system according to the situation. Situational Compensation Management Regulations Training and development are inconsistent with national development strategies; 3) Should build context of knowledge on the principles and methods of change, and information about the feelings and concerns of government officials should be developed, and management policies based on motivation theory should be developed.

Keywords: Government, Government personnel management, Thailand, The Covid-19 Situation

PREAMBLE

Humans usually make decisions based on their own thoughts, beliefs, and values. It is based on the concept that the choices we make are the most valuable, on the part of government stakes. Which is the basis of the idea being personal strategy, Government personnel management as well. Executives or managers must have a government personnel management philosophy as a guideline for practice. The Human Resources Management Philosophy consists of 4 principles: moral principles, competence principles, decentralization principles and responsibility. And quality of life at work, The process by which executives use art and strategy. Conducting the recruitment, selection and recruitment of qualified persons To work in the organization with interest in developing and maintaining the members working in the organization to increase their knowledge, abilities, have good physical and mental health at work. It also includes seeking ways to enable members of the organization who have to retire from work due to disability, retirement or any other reason in their work to live happily in society. Current HR, HD and HCM Challenge Considerations Anticipate future HR trends as follows: Leading to intimacy with employees by driving development Understanding employee competency 2) Focus on productivity analysis to consider the best performing team 3) Move HR to accept the idea of people's power 4) End of permanent employment 5) Direct study required issues 6) Raise the status of HR. Focus on the warmth of service. Employees in the organization, using Chatbots at a professional level. 7) Reduce the workload of HR services by working with automation. Instead of working with a routine system in conjunction with the HR system to have an emphasis on organizational changes 8) Opportunity guidelines which encourages talented people in the organization By encouraging initiatives to develop learning, the role of HCM is to encourage initiative rather than control. Perform duties such as organizational design duties Participate in learning 9) Data analysis Link system design To enhance the capabilities of state -owned enterprises such as digital design, mobile application design, machine learning to prepare for industrial practice in the 4.0 era. (Dockthaisong B. 2020).

The important fundamental factor in organizational management is human resources. The main purpose of management is to achieve the set objectives effectively. And is constantly evolving In addition, human resources in the organization are also a factor that results in the failure of the policy or project to be implemented. Or successful but lacking in quality incomplete process such factors, This may be due to a lack of knowledge and understanding of the rules. In the work performed, Lack of expertise and skills to perform the task correctly Human resources are therefore at the heart of the strategy implementation. Harnessing the power and commitment of HR is a strategic shift. As the ultimate challenge in Government personnel management, one must feel and actively discuss the action plan that has been assigned to it. And recognize that the success of the implementation of the plan will affect career progression, However, human

resources must be well motivated to work effectively. And see the reinforcing factors for their efforts in their work. (Machado. Et al. 2019).

The importance of government personnel management of the Thai government in the COVID-19 situation is many, but most of them are understood to be of particular importance in the field of governmental organizations. Due to the government's government personnel management guidelines in the situation of COVID-19 powerful However, the importance of government personnel management of the Thai government in the situation of COVID-19 In addition to the organization It also affects personnel as well as the society as a whole. Which explains the importance in 3 areas such as personnel, helping employees in the organization to discover their own potential and have developed themselves to be competent in their work fully, There is a sense of well-being and satisfaction in the job. Progress Able to do work that provides good and effective results. Organizational aspects help develop the organization of quality personnel; it will proceed according to the action plan. In accordance with the guidelines set by senior leaders, effectively resulting in excellent performance in both public services In terms of organizational development to have progress in both academic and practical work. The organization will surely have a stable growth. And expanding the work well and socially helping to strengthen the stability of the society and the nation When the organization, which is a unit of society, has progress and stability. It also affects the society as a whole. When the personnel develop themselves until they are able to earn income to help the family stabilize, it benefits the community. (Przytuła, S. Et al. 2020). Therefore, the researcher would like to study the Government personnel management of THAILAND IN THE COVID-19 SITUATION. The objective is to study the problems of government personnel management in the Thai government sector from the past to the present. And lead to the future To study and analyze adjustments in government personnel management in the Thai government sector in the situation of COVID-19 and every crisis situation and searching for appropriate management practices and government personnel management in the Thai government sector.

RESEARCH OBJECTIVES

- 1) Study problems of Government personnel management in The Thailand Government Sector from the past to the Present and Lead to the future.
- 2) Study analyze The Adaptation in Government personnel management in The Thailand Government Sector in The Situation of Covid-19, and every crisis situation
- 3) Find an appropriate management approach and Government personnel management in

The Thailand Government Sector.

Research Method

In this research, The researcher has studied related documents and research and presented Government personnel management of THAILAND IN THE COVID-19 SITUATION, a study of government personnel management problems in the Thai government sector from the past to the present. And lead to the future an analysis of the adaptation in Government personnel management in the Thai government sector in the situation of COVID-19 and every crisis situation and searching for appropriate management practices and government personnel management in the Thai government sector. For important information, including documents, textbooks, online media and related research. Relevant agencies that can find information, such as the National Library. Official documents that can be viewed and not confidential, etc. Processing period: 10 months from February 2021- November 2021

Collection Of Information

This research used informal interviewing techniques. In which the research team will interview itself in order to obtain detailed information on the purpose Set to the most Using in-depth interviews from key informants, the interview will not have a standard format. There are no fixed questions. But it will be defined only as a framework or question point, and in no order and lead to a documented research process in which the research team used the educational process and analyze various data by reviewing relevant concepts, theories and literature Which has been studied from academic documents, research results, various academic articles including academic information obtained from various web searches So that the research team can get the information they need and make new information as comprehensive and true as possible, and lead to group conversations This research will determine the issues and questions. For use in group discussions of all involved groups. Representing each group participated in the group discussion (Shanti Bhushan Mishra, Shashi Alok. 2011).

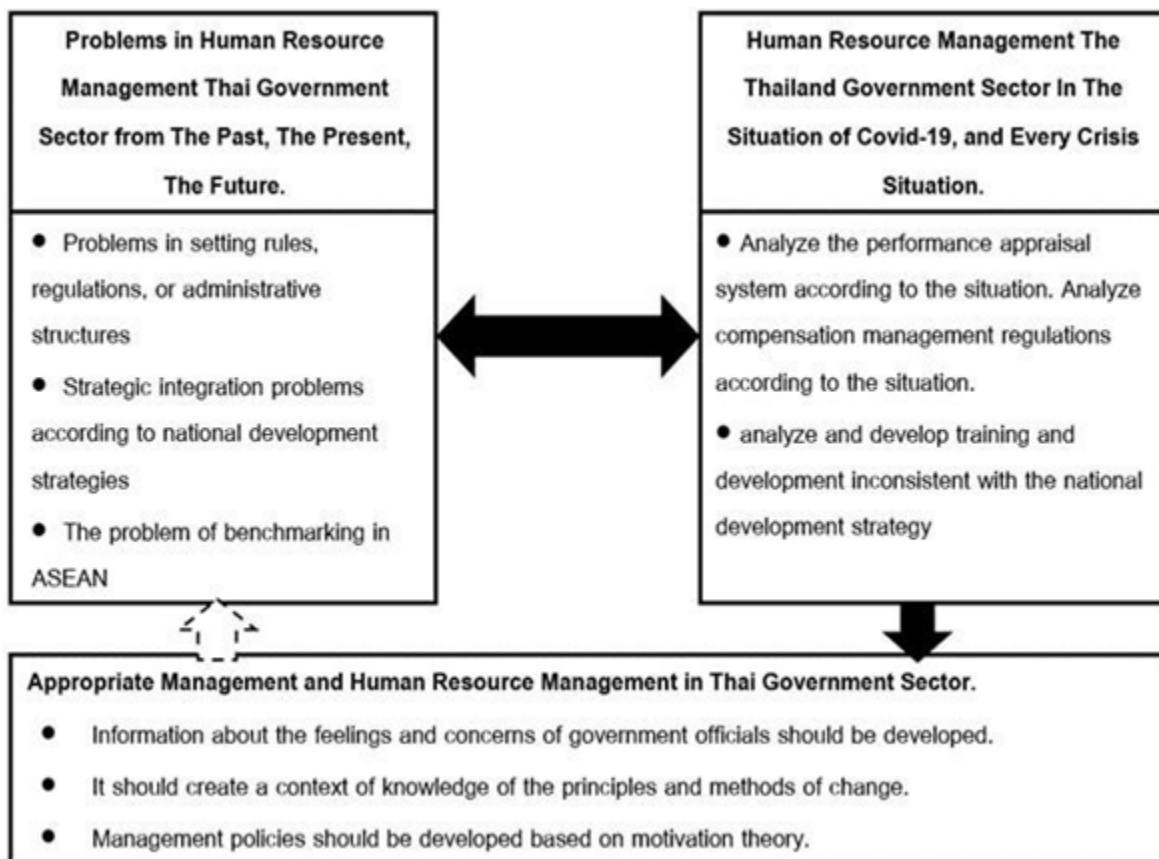
Qualitative Data Analysis

In this research study, the researcher analysis the data. By bringing the data collected to be systematic, orderly, meaning to the data Categorize the meaning of the data, analyzed and summarize, collect the meaning that has been recorded from the primary document. Secondary documents Public documents Personal documents all document research data is obtained from studies from various media in accordance with the research objectives. For this reason, document selection for analysis is a very important step. Because there are many documents related to the

research issue Which details about various criteria, truth, accuracy, credibility Representation and various meanings.

Research Conceptual Framework

The researchers studied the findings related to the issues being studied. The relationship between variables and materially studied appears. According to the conceptual frame in Picture 1.



Picture 1. Government personnel management of THAILAND IN THE COVID-19 SITUATION

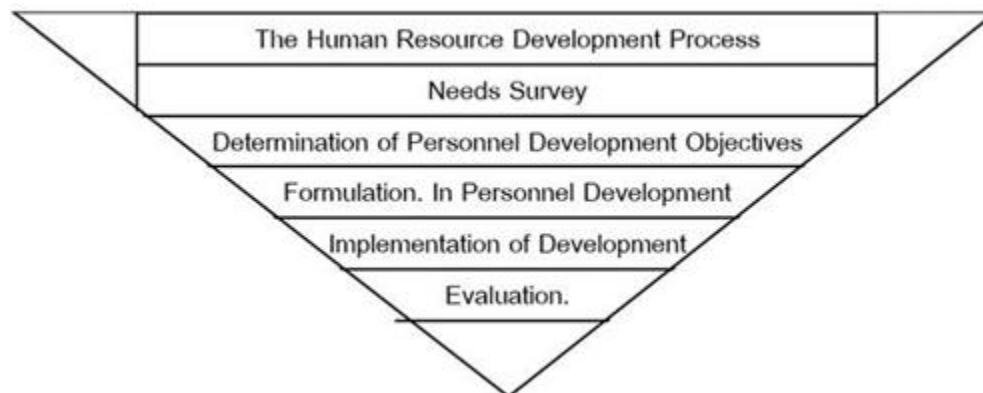
Research Results

The results of the study according to research objectives 1) problems in government personnel management in the Thai government sector in the past, present and future. The results of the study showed that:

- The Problems in setting up rules, regulations or administrative structures. The fundamental idea that the choices we make are the most valuable. Which is the basis of the idea being personal philosophy of The government personnel management of the Thai government in the situation of COVID-19, as well, the executive or manager must have the Thai government's government personnel management philosophy in the situation of COVID-19. As a guideline for practice, The Thai government's government personnel management philosophy in the situation of COVID-19 consists of 4 principles: moral difficulties; performance difficulties Decentralization and accountability issues and difficulties in quality of work life.
- The Strategic integration problems according to national development strategies Government personnel management of the Thai Government in the Covid-19 Situation, There are many people who have come up with different ideas. Whether moral religious ethics which is useful and the need for a code of ethics as a tool for regulating morality, which is an essential part of the moral system. In managing human resources of the Thai government in the new COVID-19 situation, morality that consists of equality principal core competence career security principles and the principle of political neutrality.
- The Comparison problems in ASEAN. Comparative performance in ASEAN Framework for the recruitment, appointment and transfer of personnel to meet the requirements for effective performance of duties. In the management of human resources of the Thai government in the situation of COVID-19, The right tools must be used to determine performance. As well as to develop personnel to be competent as needed, Management under this performance principle requires the use of appropriate tools. Has the power to classify works and have confidence values that can be used to consider the appointment and transfer fairly. Decentralization and accountability issues Government personnel management of the Thai Government in the Covid-19 Situation There must be delegation of authority and decentralization of government personnel management of the Thai government in the situation of COVID-19. To more government agencies and provinces for quick flexibility, suitable for missions in each area according to the characteristics of each government agency and province and problems in quality of work life Government personnel management of the Thai Government in the Covid-19 Situation It must ensure that all personnel in the Thai government have a good quality of life. There are welfare facilities that are comfortable enough. Balanced with civil service life that progresses according to equal opportunities in comparison with ASEAN.

The results of the study according to the research objective 2) Government personnel management of the Thai government in the situation of COVID-19 and every crisis situation, the Thai government in the situation of COVID-19 and every crisis situation The results of the study showed that:

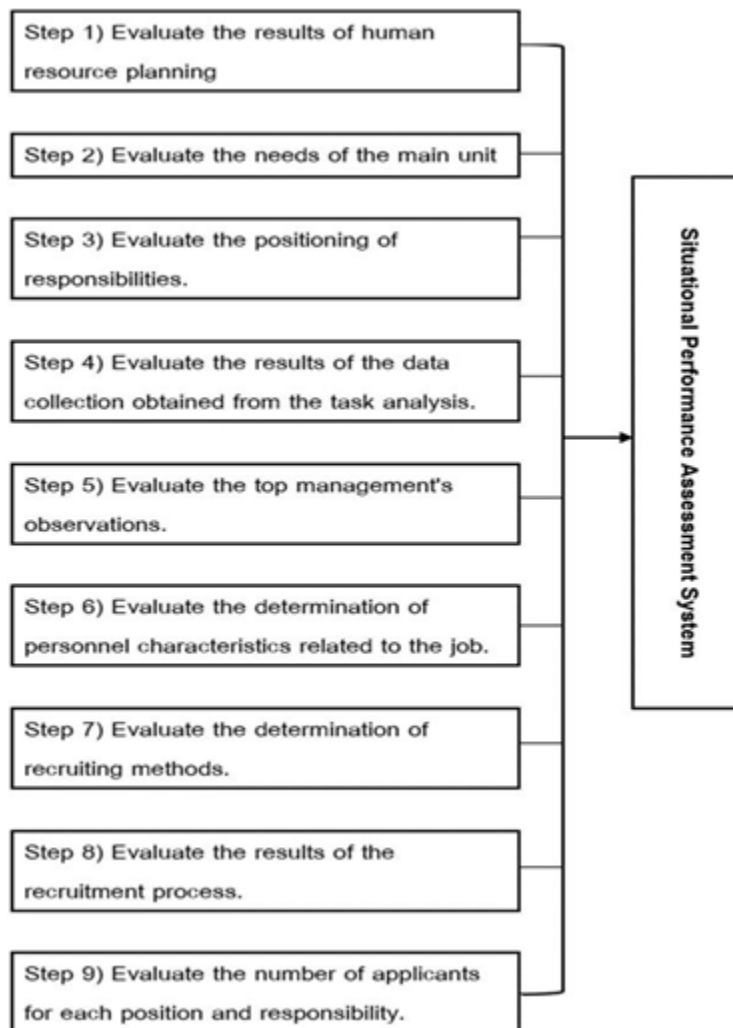
- Analysis and development of training and development that are inconsistent with the national development strategy found that the process created for personnel to learn work attitude adjustment and to be more proficient in working The recruiting and selection process is well-chosen. It's not always a guarantee that people will be able to work at their highest efficiency. The Thai government requires constant human resource development. In order to increase knowledge Proficiency in continuous operation have a positive attitude and can adapt to ever-changing environments and ready to accept changes that are in line with the advancement of science and modern technology Personnel developed by the Thai government have a huge impact on the success and efficiency of the Thai government in the era of globalization. And every crisis situation consists of 3 topics, namely training education and development. The human resource development process consists of 5 steps as follows: step 1) needs survey, step 2) determination of personnel development objectives, step 3) formulation. In personnel development, stage 4) implementation of development; and step 5) evaluation as picture 2



Picture 2 The Human Resource Development Process

- Analyze the performance appraisal system according to the situation. Analysis of compensation management regulations according to the situation found that any work will be of quality and meet the goals. It is necessary to work in a systematic and procedural manner. There is a process in operation The process that should be taken into account in recruiting may consist of 9 steps: Step 1) Evaluate the results of human resource planning,

the Thai government sector in the COVID-19 situation. And every crisis situation, The planning will provide information on the overall plans of the Thai government. It will help recruiters to be aware of the current job and the jobs that will be scheduled in the future. Makes them understand the human resource needs of the Thai government in the situation of COVID-19 and every crisis situation of the Thai government to determine what type of person, at what level, how many and when. Step 2) Evaluate the needs of key agencies. The person in charge of the main unit knows the policy of the Thai government. The needs of the main agency will serve as a guideline for determining the new position and responsibility in the Thai government. It must clearly state that personnel will be recruited for the position, duties and responsibilities, how much, and when. What is the nature of the job responsibilities? What are the required qualifications? Step 3) Evaluate the position and responsibilities of the job openings. The position and responsibilities stated herein are derived from the human resource planning of the Thai government during the COVID-19 situation. And every crisis situation and hiring personnel according to the needs of the main department It provides an overview of the Thai government's need for new personnel to work in the roles and responsibilities. Step 4) Evaluate the results of data collection from job analysis. This is to collect data from job analysis. This will help to understand the job description and special qualifications of the applicants. Step 5) Evaluate the observations of the top management of the Thai Rate government to reflect current needs. And modern, helping to recruit information to be complete and accurate and more in line with the needs of the operating unit. Step 6) Evaluate the job-related personnel attributes. It is the result of data analysis and synthesis of job analysis and management's opinion studies. This will help determine the desired conditions and qualifications of personnel. Step 7) Evaluate the determination of recruiting methods. This is the determination of recruiting sources and recruiting methods. Step 8) Evaluate the results of the recruitment process. The recruiter conducts recruiting in accordance with the established method and step 9) Evaluates the number of applicants for each position and responsibilities as expected or not. If not, as expected, Recruiters will need to review methods or extend the application period. The evaluation will help the recruiting more effective. Therefore, the importance of the Thai government Because the success of the Thai government comes from the performance of each personnel. Therefore, the performance assessment of personnel will reveal to what level each individual performs the tasks assigned by the Thai government. What are the strengths or weaknesses? So that the Thai government can find a way to improve or allocate personnel to suit the ability that will make the operation of the Thai government sector to be effective as picture 3.



Picture 3 The process that should be taken into account in recruiting

The results of the study according to the research objective 3) Appropriate management and government personnel management in the Thai government sector The results of the study showed that:

- Information on employees' feelings and concerns should be developed. Supervision and development of Thai government personnel in the situation of COVID- 19 and every crisis situation which is in the process of probation for performing official duties or is one of the important processes of management human resources After recruiting and selecting personnel Supervision and development of Thai government personnel in the situation of

COVID-19 And every crisis situation, repacking is an important step later that will help personnel. Get to know and learn about government agencies assignment Government expectations Opportunities for effective career development and advancement It also helps to adjust and feel part of the government. This process starts from the recruitment and appointment to government service. And ends when the term of The probationary work has ended.

- Should create a context of knowledge about the principles and methods of government personnel management changes in the Thai government during the COVID- 19 situation. And all crisis situation Important elements of knowledge management people are considered the most important element because they are the source of knowledge. And bring knowledge to use for benefits Technology is a tool that helps people to find, store, exchange and apply knowledge more conveniently and quickly. Knowledge process is management to bring knowledge from knowledge sources to users To cause learning, development and improvement to create new innovations All three components must be linked and integrated in balance. Knowledge management of the Department of Provincial Administration from the Royal Decree on Criteria and Methods for Good Public Affairs, 2003 stipulates that government organizations in all sectors have a duty to develop knowledge on a regular basis. They must be aware of information and be able to process knowledge in various fields. To be applied in governmental operations accurately, quickly, appropriate to the situation as well as to promote and develop knowledge, abilities, create visions and to change the attitudes of personnel in the agency to be effective learning together and to achieve the goal Knowledge management process activities should be organized. And the process of changing human resources management activities of the Thai government in the situation of COVID-19 And every crisis situation goes hand in hand to make the organization a starting point for sustainable learning.
- Management policies should be developed based on motivation theory in the situation of COVID-19. And every crisis situation Motivation in the Covid-19 Situation and every crisis situation, This allows individuals to choose behaviors in response to the most appropriate stimuli in different situations. This selected behavior as a result of the characteristics in the person's environment, The expression of needs in different societies varies. According to the traditions and culture of their society Moreover, people in the same society There are also behaviors in expressing different needs because these are the result of their own learning. The need is the impulse that causes activities to meet that

need. Some need makes people have different behaviors, different levels of aspirations, It also caused different levels of impulse. Those with high aspirations will try harder than those with low aspirations. Values that are the value of things Such as economic, social, aesthetic, ethical, academic values, these will be the driving forces of behavior based on those values. If a person is interested in something, it chooses to act. And are satisfied to do that activity as well as trying to achieve results as quickly as possible Attitudes towards something affect that behavior. For example, if you have a positive attitude towards work. Will work with dedication, Behaviors may satisfy needs in more than one way at the same time. Such as working to raise salaries and gain fame and motivation in the COVID-19 situation and every crisis situation different, making the expression of the same behavior possible.

Discussion

The Thai government's government personnel management philosophy in the situation of COVID-19 consists of 4 principles: moral problems; performance problems Decentralization and accountability issues and problems in quality of work life. In managing human resources of the Thai government in the new COVID-19 situation, morality that consists of equality principal core competence career security principles and the principle of political neutrality. Consistent with the research of Sónia P. Gonçalves. Et al. (2021). Study research on, COVID-19 and People Management: The View of Human Resource Managers. COVID-19 has brought an unexpected need for change within organizations, particularly regarding government personnel management. The nature of this global crisis has meant that these processes remain under-systematized. The aim of this study, which uses an exploratory design and mixed-methods analysis, is to contribute to describing the changes in government personnel management practices and processes that resulted from this pandemic and to present the outlook of human resource managers for the future. One hundred and thirty-six Portuguese companies participated in the study, with the answers provided by their human resource managers. Results show that the main changes have occurred in the processes of work and safety, training, work organization, recruitment and selection, induction and onboarding, and communication. The profiles that emerged showed an association between the level of change and size of the organization. There was an increase in the use of teleworking and layoffs, and a positive assessment of the organizations' level of preparation and adaptation to this crisis. Human resource managers reported that the most evident changes in the future will be associated with the use of technology, teleworking, and work organization. These findings are of the utmost importance, as human resource managers are essential pillars in the adjustment of the organizations to this pandemic situation. And

consistent with the research of Sulaiman. Et al. (2020). Study research on, COVID-19 Challenges and Government personnel management in Organized Retail Operations. The study emphasizes on identifying and overcoming Covid-19 challenges, faced by government personnel management (HRM) while managing personnel in organized retail stores. Data for this study were drawn from a review of secondary sources on practical insights about Covid-19 challenges, suggesting tangible solutions to solve them, which should be addressed at the earliest to ensure successful retail operations avoiding unexpected chaos created by the Covid-19 pandemic.

Evaluate the results of human resource planning for the Thai government in the situation of COVID-19 and every crisis situation. The planning provides information on the overall plan of the Thai government. It helps recruiters stay informed of current and future jobs. Make them understand the human resource needs of the Thai government in the COVID- 19 situation and every crisis situation of the Thai government. To determine the type of person, at what level, how many and when. Assess the needs of the main organization. The person in charge of the main unit knows the policies of the Thai government. The needs of the main body will guide the determination of the new position and responsibilities of the Thai government. It must clearly state that personnel will be recruited for the position. Responsibility How much and when, what is the nature of the job responsibilities? What are the required features? From the human resource planning of the Thai government during the COVID-19 situation and all crisis situations and hiring personnel according to the needs of the main agencies, It provides an overview of the need for the Thai government to include new personnel in their roles and responsibilities. Consistent with the research of Gopali Dayal. Et al. (2020). Study research on, The challenges of government personnel management and opportunities for organization during (COVID-19) pandemic situation. This study aims to examine the challenges and opportunities during the (COVID-19) pandemic situation. In this study, we give a different view that shows how this Coronavirus affects our personal and professional lives, and how HRM (Government personnel management) helps their employees during this complete lockdown situation. This study is divided into three parts, the first part that shows how Coronavirus creates an opportunity for all the employees by doing their work through a digital platform, or we can say that through work from home, second part show what are the challenges faced by the employees during this pandemic, and the third part is how HRM help their employees to overcome their stress as well growth of the organization. In this study, we tried to examine all the aspects during this (COVID-19) pandemic situation, also how HRM plays their role to overcome the employee's stress and to balance continence in work through this entire pandemic situation. And consistent with the research of Gregorio Calderón-Hernández. Et al. (2021). Study research on, Government personnel management in COVID-19 Pandemic Times. The purpose of this article is to explore

how government personnel management has responded to the worldwide COVID-19 crisis. Although in the previous literature, the reaction of government personnel management to economic and financial crises has been thoroughly analyzed, little is known about how this organizational function adapts to crises caused by COVID-19 pandemic. In order to achieve the purpose of this article, a literature review was carried out, and its results were structured in accordance with the government personnel management system conception and the AMO framework for human resource policies and practices. As a result, this article identifies changes in the government personnel management system architecture and human resource policies and practices, in order to adequately respond to the crisis caused by a COVID-19 pandemic.

Should create a context of knowledge about the principles and methods of government personnel management changes in the Thai government during the COVID-19 situation. And all crisis situation Important elements of knowledge management people are considered the most important element because they are the source of knowledge. And bring knowledge to use for benefits Technology is a tool that helps people to find, store, exchange and apply knowledge more conveniently and quickly. Knowledge process is management to bring knowledge from knowledge sources to users To cause learning, development and improvement to create new innovations All three components must be linked and integrated in balance. Knowledge management of the Department of Provincial Administration from the Royal Decree on Criteria and Methods for Good Public Affairs, 2003. Consistent with the research of Salima Hamouche. (2021). Study research on, Government personnel management and the COVID-19 crisis: implications, challenges, opportunities, and future organizational directions. The COVID-19 has grandly shaken all organizations, creating a complex and challenging environment for managers and government personnel management (HRM) practitioners, who need to find ingenious solutions to ensure the continuity of their companies and to help their employees to cope with this extraordinary crisis. Studies addressing the impact of this crisis on HRM are sparse. This paper is a general literature review, which aims at broadening the scope of management research, by exploring the impact of the COVID-19 on HRM. It identifies the main challenges and opportunities that have arisen from this new pandemic, and it offers insights for managers and HRM practitioners into possible future organizational directions that might arise from these opportunities. And consistent with the research of Kumudinei Dissanayake. (2021). Study research on, Encountering COVID-19: Government personnel management (HRM) practices in a pandemic crisis. Scholars highlight the lack of preparations for unexpected shocks of employment and human resources all over the world, while stressing its possible adverse impacts on work organizations, employees and the economy. Given the prevailing COVID-19 pandemic threat and the dearth of clear findings on how human resource (HR) departments and the HR

professionals should encounter a global pandemic, the present study aims to examine and inform the basic HR practices to be adopted in a pandemic and prospects for HR professionals in handling such situations. The aim of the study is achieved by reviewing past research findings and relevant information which are available on wider media. Findings suggest a typology of HR practices identified with '6Cs' for the successful handling of human resources in organizations in a pandemic. Further, the study finds a cluster of post-pandemic HR practices to be used, mostly for the service sector organizations, when attempting human resources recovery.

Summary/Suggestions

The control of Thai government mechanisms in the situation of COVID-19 As a result, government personnel management All have short-term adjustments. And has an urgent policy, namely working outside the normal location (work from home) or working remotely When an epidemic situation occurs Work efficiency and effectiveness of the Thai government in the situation of COVID-19, The performance expectations were no different. At least there's the drive of the job. Heads of departments need to find tools In the first phase, all departments may have supervision and follow-up work. And facilitate and work at home to have work standards close to the workplace, such as preparing work documents via online systems Important in the government sector to spend time on the job or online reporting Using IT to report at home, Although the application may not be comprehensive to work. Restrictions on the law, things, government personnel management. Actions in the first phase are measures to prevent the spread of COVID- 19, such as wearing mass social distancing, isolation from the community, important things, government personnel management. Should be presented to the executives, such as protecting the Thai government In the situation of COVID-19 from employees panic such as fake news, rumors, etc., to prevent the Thai government in the situation of COVID-19 damage government personnel management Must be prepared to change lifestyles work culture as well.

Government personnel management will be a mediator in coordinating Emphasizes the importance of quality of life and work of employees, as it is important to give advice, such as preparing to cope if employees are infected with COVID government personnel management Progress reports or separate screening assessments such as Home Isolation, Community Isolation, Hospital and Waiting Centers should be reported. These matters, if not prepared by the staff, can cause confusion and alleviate the care of the staff. Management system Government personnel management in the Thai government In the big COVID-19 situation including reporting the personnel of the agency's employees themselves monitoring must be reported at all stages. May do weekly risk assessment at Human Resources Management be responsible including coordinating relevant parties such as measures to maintain cleanliness in the workplace

Cleaning in public areas such as elevators, corridors in facilitating cleanliness and safety at government personnel management Therefore, it must be the core that must cooperate with all parties. Importantly, government personnel management should create a bond benefit such as health checks should be considered. Infection detection, such as the Swab, is considered a practice. The main issue with WFH is “quality of work”. Today we work from home/remote. An important tool is "technology" working on many subjects through meetings such as ZOOM Meeting Google Meet, the use of a time attendance program that has developed applications. The development of the application system is more stable. There may be some expenses. The budget for the meeting will be replaced by the cost of the IT system Wi-Fi. There must be a measure between the supervisor and subordinates that the goal must be accomplished by a certain amount. To expect that the quality of work efficiency is not different from the workplace. Effective monitoring.

Suggestions for applying the research results The Thai government does not yet have a law on improving the efficiency of government personnel management, the Thai government in the situation of COVID-19. Clearly stated in the policy In practice, the change in government personnel management methods for the Thai government in the situation of COVID-19 does not produce concrete results in an equal manner and covers all departments Due to government work, tools are required. Tasks are assigned according to the policy. During the reform of the bureaucratic system at the moment, there are only the State Administration Act, No. 5, B.E. Problems and obstacles that arise in the case of assignments but lack of legal regulations specifying the authority responsibility Legislation with specific characteristics covering the processes and methods of government personnel management of the Thai government in the situation of COVID-19 a new, clear, concrete, and practical To support the process of government work and various actions in the future in order to achieve real results according to the will of the concept of government personnel management in the situation of COVID-19 such success in many countries For recommendations for further research, a comparative study between regional government agencies should be conducted. And local government to compare opportunities Obstacles to implementing government personnel management principles in the situation of COVID-19 to reform the bureaucracy in the region and local governments with efficiency and appropriate practices that will lead to more concrete practice.

References

Boonton Dokthaisong. (2020). AI for executive leader for professional executives. Phra Nakhon Si Ayutthaya: Mahachulalongkornrajavidyalaya Press.

Gopali Dayal. Et al. (2020). The challenges of government personnel management and opportunities for organization during (COVID-19) pandemic situation. *International Journal of Applied Research*. Pp. 09- 12 DOI: <https://doi.org/10.22271/allresearch.2021.v7.i6Sa.8601>

Gregorio Calderón-Hernández. Et al. (2021). Government personnel management in COVID-19 Pandemic Times. *Journal of Management & Organization*. Pp. 1-45. DOI: 10.2139/ssrn.3867826

Kumudinei Dissanayake. (2021). Encountering COVID-19: Government personnel management (HRM) practices in a pandemic crisis. *Journal of Multi- Disciplinary Research*. Pp. 1-22. DOI:10.4038/cjmr. V5i1-2.52

Machado. Et al. (2019). Leadership and technology: Concepts and questions. In *New Knowledge in Information Systems and Technologies. Worldliet'19 2019. Advances in Intelligent Systems and Computing*. Edited by Álvaro Rocha, Hojjat Adeli, Luís Paulo Reis and Sandra Costanzo. Cham: Springer, (931), pp. 764– 73.

Przytuła, S. Et al. (2020). Re-vision of future trends in government personnel management (HRM) after COVID-19. *Journal of Intercultural Management*, 12(4), 70–90.

Salima Hamouche. (2021). Government personnel management and the COVID-19 crisis: implications, challenges, opportunities, and future organizational directions. *Journal of Management & Organization*. Pp. 1-16. DOI:10.1017/jmo.2021.15

Shanti Bhushan Mishra, Shashi Alok. (2011). *Handbook of Research Methodology*. India. Education Publishing.

Sónia P. Gonçalves. Et al. (2021). COVID-19 and People Management: The View of Human Resource Managers. *Administrative Sciences*. Pp. 11- 69. <https://doi.org/10.3390/admsci11030069>

Sulaiman. Et al. (2020). COVID-19 Challenges and Government personnel management in Organized Retail Operations. *Journal of Management & Organization*. Pp. 1-16 DOI:10.1017/jmo.2021.15.