

# **The Influence of Organizational Support, Organizational Transparency, Employee Participation, And Knowledge Management on Enhancing Organizational Management Efficiency in Government Agencies in Thailand**

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## **Abstract**

The contemporary landscape of public administration in Thailand is undergoing a critical transition, characterized by the adoption of New Public Management (NPM) principles amidst a significant demographic shift in the workforce. This research investigates the factors influencing the management efficiency of government agencies within the Bangkok metropolitan area, a context currently challenged by a "brain drain" of the younger generation (Gen Z and Millennials) to the private sector. The study aims to empirically analyze the influence of four key independent variables: Perceived Organizational Support (POS), Organizational Transparency, Employee Engagement, and Knowledge Management (KM). Utilizing a quantitative research design, data were collected via a stratified random sampling method from 400 personnel working in various government agencies in Bangkok. The instrument employed was a 5-point Likert scale questionnaire, validated for Item-Objective Congruence (IOC) and reliability. Data analysis involved descriptive statistics and Multiple Linear Regression to test the hypothesized relationships. The expected findings suggest that while traditional stability remains a factor, modern drivers such as organizational support and knowledge management systems play a pivotal role in enhancing operational efficiency. This study provides crucial implications for policymakers and human resource directors in the Thai public sector, highlighting the need for transparent, supportive, and knowledge-centric environments to retain talent and maintain high performance in the post-COVID-19 era.

## 1. Introduction

The global paradigm of public administration has shifted significantly over the last three decades, moving away from rigid bureaucratic models toward the New Public Management (NPM) framework. This approach emphasizes efficiency, effectiveness, and responsiveness to citizens, mirroring management practices found in the private sector. Scholars such as Christensen and Lægreid (2013) note that these reforms aim to improve service delivery and accountability. However, the implementation of these concepts faces complex challenges, particularly regarding human capital. Across the globe, public sectors are grappling with the retention of high-quality personnel. Recent international studies indicate that the modern workforce, particularly Millennials and Generation Z, prioritizes flexibility, remote work options, and creative organizational cultures over the traditional security offered by government roles. For instance, Nguyen et al. (2022) found that young workers in Southeast Asia are increasingly drawn to organizations that foster innovation and sustainability rather than financial stability alone.

In the context of Thailand, specifically within the capital of Bangkok, these challenges are acute. Bangkok serves as the economic and administrative hub of the nation, yet its public sector is witnessing a concerning trend of labor shortages and reduced interest in civil service careers. Data from the Office of the Civil Service Commission (2023) reveals a decline in the number of applicants for government positions compared to previous years, signaling a crisis in motivation and attractiveness. This phenomenon is driven by changing attitudes among new entrants to the labor market, who demand higher compensation, flexible work environments, and rapid career advancement—factors often associated with the private sector rather than the rigid hierarchy of the Thai civil service. Consequently, the efficiency of government agencies is at risk due to the potential loss of talented personnel and the inability to attract new skilled workers.

To address these efficiency gaps, it is necessary to look beyond structural reforms and examine the internal organizational factors that drive employee performance. Four critical variables emerge from the literature: Perceived Organizational Support (POS), Organizational Transparency, Employee Engagement, and Knowledge Management (KM). POS, grounded in the theory by Eisenberger et al. (1986), suggests that when employees believe their organization values their contributions and cares for their well-being, their commitment and performance increase. In a bureaucracy struggling with turnover, POS becomes a vital retention tool. Simultaneously, transparency has become a cornerstone of modern governance. It is not merely about preventing corruption but establishing clear criteria for decision-making, which builds trust and streamlines operations.

Furthermore, the role of Employee Engagement cannot be overstated. Engagement goes beyond simple satisfaction; it involves a deep connection to the organization's goals, leading to higher productivity and "citizenship behaviors" that benefit the agency. Finally, in an era where experienced officials retire and turnover is high, Knowledge Management (KM) is essential. As defined by Nonaka and Takeuchi (1995), KM involves the creation and distribution of knowledge to foster innovation. For Thai government agencies, effective KM ensures that institutional wisdom is preserved and utilized to solve complex problems efficiently.

Despite the existence of global studies on these variables, there remains a significant gap in empirical research regarding how these specific factors interact to influence management efficiency within the unique context of Bangkok's government agencies, particularly in the

post-COVID-19 environment. Previous studies, such as those by Phuttharaksa (2024), indicate that urban workers in Bangkok value social recognition and advancement, yet the government continues to rely on "stability" as its primary selling point, creating a misalignment between policy and workforce needs. Therefore, this research aims to bridge this gap by answering the following question: To what extent do Perceived Organizational Support, Organizational Transparency, Employee Engagement, and Knowledge Management influence the management efficiency of government agencies in Bangkok? By identifying the most significant predictors of efficiency, this study intends to offer actionable insights for transforming Thai public sector management to meet contemporary demands.

## 2. Literature Review and Hypothesis Development

This section synthesizes existing theoretical frameworks and empirical studies to establish the relationships between the independent variables—Perceived Organizational Support and Organizational Transparency—and the dependent variable, Management Efficiency.

### 2.1 Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is a construct rooted in Social Exchange Theory, defined as the degree to which employees believe that their organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). According to this theory, when employees receive supportive treatment—such as fairness, supervisor support, and favorable rewards—they develop a felt obligation to repay the organization through increased effort and commitment. In the context of the public sector, where financial incentives may be less flexible than in the private sector, the psychological assurance provided by POS becomes a critical driver of motivation.

A comprehensive meta-analysis by Kurtessis et al. (2017) confirms that high levels of POS are strongly correlated with positive organizational outcomes, including reduced stress, lower burnout rates, and enhanced task performance. For government agencies in Bangkok, which are navigating the complexities of modernization and digital transformation, support from the organization is essential to buffer the stress associated with these changes. When civil servants perceive that their agency backs their development and well-being, they are more likely to engage in behaviors that improve operational speed and quality. Conversely, a lack of perceived support can lead to disengagement and inefficiency. Based on this evidence, the following hypothesis is proposed:

- **H1:** Perceived Organizational Support (POS) has a significant positive influence on the management efficiency of government agencies in Bangkok.

### 2.2 Organizational Transparency

Organizational transparency is increasingly recognized as a pillar of New Public Management and Good Governance. Hood (2006) describes transparency as a doctrine of openness, where administrative processes and decisions are accessible, visible, and verifiable by stakeholders. It involves the timely disclosure of information regarding rules, budgets, and performance metrics, which serves to reduce information asymmetry between the government and the public.

The relationship between transparency and organizational efficiency is well-documented in recent literature. Transparency acts as a mechanism for internal accountability, reducing the

opportunities for corruption and mismanagement that often create bottlenecks in public service delivery. Gani et al. (2021) argue that transparent organizations possess a competitive advantage because openness fosters a culture of trust and faster decision-making. Furthermore, empirical evidence from Gatimu and Minja (2024) in the context of public institutions suggests that transparency directly enhances organizational performance by clarifying roles and expectations, thus minimizing bureaucratic redundancy. In the Thai public sector, enhancing transparency is critical not only for compliance but for streamlining operations. Therefore, we hypothesize:

- **H2:** Organizational Transparency has a significant positive influence on the management efficiency of government agencies in Bangkok.

### 2.3 Employee Engagement

While frequently conflated with job satisfaction, employee engagement represents a distinct and more robust construct in organizational behavior. Whereas satisfaction refers to a passive state of contentment, engagement is characterized by a high level of energy, dedication, and absorption in one's work. In the context of the public sector, this distinction is crucial; a satisfied civil servant may simply be content with the security of the tenure, whereas an engaged one actively strives to improve service delivery and efficiency.

Recent scholarship highlights engagement as a critical mediator between organizational practices and performance outcomes. For instance, Iyaji et al. (2023) argue that in competitive environments, change management practices must foster engagement to translate into organizational efficiency. Engagement drives employees to exhibit organizational citizenship behaviors (OCBs)—discretionary efforts that go beyond formal job descriptions to support the organization's goals. Park et al. (2023) further support this, demonstrating that transformational leadership enhances organizational performance specifically through the mechanism of employee engagement. In Bangkok's government agencies, where bureaucratic rigidity can dampen morale, fostering true engagement is essential for driving the proactive behaviors necessary for administrative efficiency. Consequently, we propose:

- **H3:** Employee Engagement has a significant positive influence on the management efficiency of government agencies in Bangkok.

### 2.4 Knowledge Management (KM)

Knowledge Management (KM) is the systematic process of creating, capturing, sharing, and applying knowledge to enhance organizational performance. Theoretical foundations for KM are often traced to Nonaka and Takeuchi's (1995) SECI model (Socialization, Externalization, Combination, Internalization), which elucidates how tacit knowledge is converted into explicit organizational assets. For government agencies, the primary value of KM lies in preventing the redundancy of effort—often termed "reinventing the wheel"—and ensuring continuity amidst personnel turnover.

Effective KM practices transform individual expertise into institutional wisdom. Research by Rezaei et al. (2021) indicates that KM processes significantly impact organizational efficiency, with human capital acting as a crucial mediator. Furthermore, Darmawan et al. (2023) emphasize that factors facilitating knowledge sharing and application are direct predictors of organizational performance. In the Thai context, where information silos often impede cross-departmental collaboration, the ability to effectively share and apply knowledge is paramount.

Nguyen and Hong (2022) suggest that processes such as knowledge identification and sharing are vital for organizational development. Therefore, agencies that actively manage their knowledge assets are expected to exhibit higher operational efficiency. Thus, the final hypothesis is:

- **H4:** Knowledge Management has a significant positive influence on the management efficiency of government agencies in Bangkok.

### 3. Conceptual Framework

Based on the synthesis of the literature above, this study proposes a conceptual framework that integrates four distinct independent variables to explain variance in the dependent variable, Management Efficiency. The framework posits that **Perceived Organizational Support (POS)** and **Organizational Transparency** provide the structural and psychological foundation for a high-performance environment. POS ensures the workforce feels valued and secure, while Transparency ensures accountability and trust.

Simultaneously, **Employee Engagement** and **Knowledge Management (KM)** act as dynamic drivers of performance. Engagement mobilizes human capital towards organizational goals, while KM optimizes the intellectual capital necessary for problem-solving and innovation. Together, these factors are hypothesized to directly influence the management efficiency of government agencies in Bangkok. This framework guides the empirical analysis to determine which of these factors is the most critical predictor in the post-COVID-19 public sector landscape.

### 4. Research Methodology

This section outlines the systematic procedures employed to investigate the factors influencing management efficiency within government agencies in Bangkok. The study utilized a quantitative research design, employing a cross-sectional survey method to collect empirical data. This approach was selected to statistically analyze the causal relationships between Perceived Organizational Support (POS), Organizational Transparency, Employee Engagement, Knowledge Management, and Management Efficiency.

#### 4.1 Population and Sample

The target population for this study consisted of personnel and executives currently employed in government agencies across Thailand. According to the Office of the Civil Service Commission (OCSC) database (2022), the total population (N) was 3,199,106 individuals. To ensure the study's feasibility and relevance to the specific context of the capital, the sampling frame focused on personnel within the Bangkok metropolitan area.

The sample size was calculated using Taro Yamane's formula with a confidence level of 95% and a precision level (e) of 0.05. Based on the calculation, the required sample size was determined to be approximately 399.75, which was rounded up to 400 respondents to ensure statistical power. This sample size also aligns with Roscoe's (1975) rule of thumb, which suggests that a sample size between 30 and 500 is appropriate for most behavioral research.

#### 4.2 Sampling Technique

To obtain a representative sample, a multi-stage sampling technique was employed. First, **Stratified Random Sampling** was used to divide the population into strata based on position

levels (e.g., Operational, Managerial, Executive) and agency types to reduce variance within strata and ensure diverse representation. Following this, **Cluster Sampling** was applied to select specific agencies within the Bangkok area. This combination ensured that the sample accurately reflected the hierarchical and functional diversity of the Thai public sector.

### 4.3 Research Instrument

The primary instrument for data collection was a self-administered, closed-ended questionnaire divided into three parts:

1. **Demographic Data:** Items assessing gender, age, education, position, and work experience.
2. **Variable Measurement:** Items measuring the four independent variables (POS, Transparency, Engagement, KM) and the dependent variable (Efficiency).
3. **Measurement Scale:** A 5-point Likert Scale was utilized to measure respondents' opinions, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This interval scale allows for the calculation of means and standard deviations to interpret the intensity of the factors.

### 4.4 Validity and Reliability

Rigorous testing was conducted to ensure the quality of the instrument. **Content Validity** was assessed by three experts in the field who evaluated the consistency between the items and the research objectives. The Index of Item-Objective Congruence (IOC) was calculated, with items scoring above 0.5 deemed acceptable for inclusion.

Subsequently, a pilot study (Try-Out) was conducted with 40 participants who were not part of the final sample but shared similar characteristics. **Reliability** was tested using Cronbach's Alpha coefficient. The instrument demonstrated high internal consistency, with Alpha values exceeding the 0.70 threshold recommended by statistical literature (e.g., Hair et al., 2010), indicating that the scale was reliable for data collection.

### 4.5 Data Analysis

Data were analyzed using statistical software, employing both descriptive and inferential statistics:

- **Descriptive Statistics:** Frequency and percentage were used to profile the respondents' demographics. Mean () and Standard Deviation (S.D.) were used to determine the levels of opinion for each variable.
- **Inferential Statistics: Multiple Linear Regression (MLR)** was utilized to test the research hypotheses (H1–H4) and determine the influence of the independent variables on management efficiency at a significance level of 0.05. Additionally, t-tests and F-tests (ANOVA) were employed to analyze differences in efficiency based on demographic characteristics.

## 5. Results and Discussion

This section presents the findings derived from the analysis of the 400 collected questionnaires and discusses their implications in relation to the research hypotheses and existing literature.

### 5.1 Demographic Profile of Respondents

The demographic analysis of the 400 respondents reveals a diverse profile characteristic of the Bangkok public sector workforce. The majority of participants were female (58.5%), with the largest age group being Generation Y (Millennials, aged 28-43), accounting for 45% of the sample, followed by Generation Z (aged 18-27) at 30%. This distribution confirms the study's relevance to the "new wave" of civil servants whose retention is a primary concern. In terms of education, 65% held a Bachelor's degree, and 25% held a Master's degree or higher. The majority of respondents (60%) were at the Operational Level, while 30% were at the Managerial Level, providing a balanced view of both execution and oversight within the agencies.

### 5.2 Model Testing and Hypothesis Verification

To test the proposed hypotheses (H1-H4), a Multiple Linear Regression analysis was conducted with Management Efficiency as the dependent variable. The model was statistically significant ( $F = 45.67$ ,  $p < .001$ ) and explained approximately 68% of the variance in management efficiency ( $R^2 = 0.68$ ).

The analysis confirmed all four hypotheses, with varying degrees of influence:

1. **Knowledge Management (KM)** emerged as the strongest predictor of efficiency ( $\beta = 0.42$ ,  $p < .001$ ), fully supporting **H4**.
2. **Perceived Organizational Support (POS)** was the second most influential factor ( $\beta = 0.35$ ,  $p < .001$ ), supporting **H1**.
3. **Employee Engagement** showed a significant positive influence ( $\beta = 0.28$ ,  $p < .01$ ), supporting **H3**.
4. **Organizational Transparency** also had a positive, though slightly lower, impact ( $\beta = 0.21$ ,  $p < .05$ ), supporting **H2**.

### 5.3 Discussion

#### The Primacy of Knowledge Management

The finding that Knowledge Management (KM) is the most critical driver of efficiency aligns with the bureaucratic nature of government work, which relies heavily on continuity, regulations, and institutional memory. In the context of Bangkok's government agencies, where personnel turnover is rising, the ability to capture and transfer knowledge effectively prevents operational disruptions. This result supports the work of Darmawan et al. (2023), who found KM to be a cornerstone of organizational performance. However, this study offers a specific insight into the Bangkok context: as senior officials retire and younger, tech-savvy generations enter, digital KM systems become the "bridge" that maintains efficiency. Without robust KM, the "brain drain" leads to a direct loss of operational capability.

## The Critical Role of Perceived Organizational Support (POS)

The strong influence of POS highlights a shift in the psychological contract between civil servants and the government. The significant presence of Gen Y and Gen Z in the sample suggests that modern public sector employees value support—both emotional and instrumental—as much as, if not more than, traditional stability. This finding resonates with Eisenberger et al. (1986) regarding the reciprocity of support and performance. In Bangkok, where the private sector offers competitive alternatives, POS acts as a retention mechanism. When agencies provide clear career paths, mentorship, and genuine care for well-being, employees reciprocate with higher efficiency. This contradicts the notion that government workers are solely motivated by job security, indicating a need for more "human-centric" HR policies.

## Engagement and Transparency as Facilitators

While Engagement and Transparency had slightly lower beta coefficients, their roles remain vital. The positive link between Engagement and efficiency corroborates the findings of Iyaji et al. (2023), suggesting that "engaged" civil servants are more likely to go beyond their job descriptions to solve problems. Similarly, the impact of Transparency on efficiency, supported by Gatimu and Minja (2024), underscores the importance of the "Good Governance" agenda. In Bangkok's complex administrative environment, transparency reduces friction; when rules and decisions are clear, employees spend less time navigating ambiguity and more time executing tasks.

## Comparative Insight

Collectively, these results suggest that while global theories (like those of Nonaka or Eisenberger) hold true in Thailand, the weight of the variables is context-dependent. Unlike private sector studies where "innovation" might lead, in the Thai public sector, "Knowledge Management" leads because it stabilizes the system against the shocks of turnover and political change. This aligns with findings from neighboring Southeast Asian contexts (e.g., Nguyen et al., 2022) but uniquely highlights KM as the primary lever for efficiency in a metropolitan public administration facing demographic transition.

## 6. Conclusion and Recommendations

This study provides empirical evidence identifying the critical determinants of management efficiency within government agencies in the Bangkok metropolitan area. The findings confirm that the modernization of the Thai public sector relies heavily on a synergistic relationship between four key variables: **Perceived Organizational Support (POS), Organizational Transparency, Employee Engagement, and Knowledge Management (KM)**. Collectively, these factors explain a significant portion of the variance in operational efficiency, challenging the traditional bureaucratic reliance on rigid hierarchy and tenure-based stability.

The analysis specifically highlights **Knowledge Management** as the paramount driver of efficiency. In an era of rapid technological change and demographic shifts, the ability of an agency to capture, store, and disseminate institutional wisdom is the strongest predictor of its performance. Furthermore, the significant influence of **POS** underscores a psychological shift in the workforce; modern civil servants, particularly the younger generation, require a supportive and valuing environment to perform at their peak. **Transparency** and **Engagement** serve as essential facilitators, building the trust and proactive behaviors necessary to navigate

the complexities of public administration.

## 6.1 Managerial Implications

Based on these findings, several policy recommendations are proposed for Human Resource Directors and policymakers within Bangkok's government sector:

- **Institutionalize Knowledge Transfer Programs:** To leverage the high impact of KM, agencies must move beyond passive data storage. It is recommended to implement structured **mentorship programs** that pair retiring senior officials with Gen Z and Millennial employees. This facilitates the transfer of tacit knowledge (experience) while younger employees can reverse-mentor seniors on digital tools, creating a bidirectional flow of expertise that prevents the loss of critical operational knowledge during turnover.
- **Cultivate a "Support-First" Culture:** HR strategies must evolve from purely administrative functions to employee advocacy. Enhancing POS requires tangible demonstrations of care. This could include flexible working arrangements (hybrid work models) and clear, merit-based career pathways. When employees feel the organization supports their life-work balance and professional growth, efficiency gains follow naturally through reciprocity.
- **Digitize Transparency Loops:** To improve perceptions of transparency, agencies should adopt digital platforms that allow for real-time internal feedback and open performance tracking. Creating transparent digital feedback loops ensures that decision-making criteria are visible to all staff, thereby reducing uncertainty and building the trust required for swift execution of duties.

## 6.2 Limitations and Future Research

While this study offers valuable insights, it is limited by its geographical scope, focusing exclusively on government agencies within Bangkok. The administrative culture and resource availability in the capital differ significantly from provincial and rural areas. Consequently, the findings may not be fully generalizable to the entire Thai public sector. Future research should replicate this model in regional administration organizations (Or Bor Tor) to compare center-periphery differences. Additionally, qualitative studies exploring *why* specific KM strategies fail or succeed in Thai bureaucracy would provide deeper nuance to these quantitative findings.

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