

## TABLE OF CONTENTS

	Page
Titles	i
ACKNOWLEDGEMENTS	i
ABSTRACT	ii
TABLE OR CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
<b>1 INTRODUCTION</b>	<b>1</b>
Background and Problem Justification	1
Objectives	2
Research Questions	2
Scope of the Study	3
Organization of the Paper	3
<b>2 LITERATURE REVIEW</b>	<b>5</b>
Before the Public Sector Reform: Ministry of Labour and Social Welfare	5
Public Sector Reform in Thailand	9
After the Reform: Ministry of Labour	13
Structural Reform	19
Organizational Structure	24
Mintzberg's Configurations	25
Structural Reform and Performance	31
Comprehensive Model for Diagnosing Organizational Systems	36
<b>3 METHODOLOGY</b>	<b>38</b>
Data Collection Methodology	38
Interview Questions	39
Samples	40
Documentation	42
Data Analysis Methodology	43
<b>4 RESEARCH FINDINGS AND DISCUSSION</b>	<b>47</b>
What Type of the Changed Structure Was?	47
The Key Coordinating Mechanism	51
The Key Part of Organization	54
The Type of Decentralization	55
From Simple Structure to Divisionalized Form	58
How Did the Structural Reform Affect Performance?	61
Performance Measurement	61
Effects of Structural Reform Derived from the Interviews	64
<b>5 CONCLUSION AND RECOMMENDATIONS</b>	<b>79</b>

Titles	Page
<b>BIBLIOGRAPHY</b>	<b>86</b>
<b>APPENDICES</b>	<b>93</b>
Appendix A Interview Questions	94
Appendix B List of Interviewees	95
Appendix C Example of the Summarizing Note from Interview with One of the Respondents	96
Appendix D Charting Outputs on Type of Structure (for research question 1)	99
Appendix E Charting Outputs on Design Components (for research question 2)	100