Perception and Satisfaction of the citizens towards Civil service development B.E. 2564-2565 program in Nong Chok District, Bangkok

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Abstract

This study aimed to examine: 1) the level of public perception, 2) the level of public satisfaction, and 3**)** the influence of personal factors on public perception and satisfaction towards the development of the civil service system. A quantitative research approach was employed using an online questionnaire. The sample consisted of 417 residents of Nong Chok District, Bangkok, selected through a simple random sampling method. The questionnaire assessed public perception based on Strategies $1-5$ of the $2021-2022$ Civil Service Development Plan, and satisfaction with government service quality across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy—based on the SERVQUAL model. The findings revealed that public perception regarding the five strategic areas was rated at a "high agreement" level. Similarly, satisfaction across all five dimensions was reported at a "high satisfaction" level. The study also found that personal factors influenced differences in both perception and satisfaction. However, gender, age, marital status, and income showed no significant impact on public perception. Additionally, there were no significant differences in public satisfaction with the civil service system development based on these demographic variables. The results highlight that while overall perception and satisfaction were high, certain personal factors may play a role in shaping how the public engages with civil service reforms. These insights can guide future policy planning and service improvement strategies.

Introduction

The evolution of public administration paradigms has progressively shifted toward principles of transparency, accountability, and service efficiency. This transformation aims to enhance citizen access to essential government services while maintaining high standards of quality and responsiveness (Nata & Jindapol, 2018). Contemporary civil service development increasingly relies on the integration of digital technology to facilitate improved communication channels and service delivery mechanisms that more effectively address public needs. Crucially, this development trajectory necessitates concurrent enhancement of civil servants' digital competencies to enable successful adaptation to evolving administrative environments and performance requirements (Tipmanee, 2023). Furthermore, the formulation of civil service policies and service development initiatives requires meaningful civic participation to foster trust and strengthen collaborative relationships between government institutions and citizens. The implementation of Thailand's Civil Service Development Program B.E. 2564-2565 represents a significant advancement not only in terms of

modernization and operational optimization but also in promoting good governance principles and equitable service provision. This strategic framework demands systematic monitoring and evaluation processes to inform future refinements and improvements (Office of the Civil Service Commission, 2021).

Thailand's civil service development strategy for 2021-2022 established four primary objectives: enhancing citizen-centric service delivery, systematically improving administrative processes, increasing public satisfaction, and responding effectively to rapidly evolving societal needs in the digital era (Tipmanee, 2023). The foundation of effective public service delivery rests upon highly transparent and accessible systems, augmented by appropriate information and communication technology applications. These include continuously available online platforms through which citizens can access critical information and services, application processing systems, status tracking mechanisms, and integrated electronic payment solutions. Human resource development within the civil service sector constitutes another crucial dimension in elevating service quality, primarily implemented through comprehensive training programs designed to equip personnel with the technical competencies necessary to effectively utilize emerging technologies and deliver exceptional citizen services (Office of the Civil Service Commission, 2021). At the time of this research, Thailand's public administration framework was transitioning from the 2021-2022 strategy to the draft 2023-2027 strategic plan. The previous strategy emphasized targeted development initiatives, quality enhancement measures, and adaptive responses to socioeconomic transformations, complemented by commitments to transparency, digitization, personnel development, and expanded civic engagement—all elements that are maintained and further developed in the 2023-2027 draft strategy. Consequently, rigorous analysis of outcomes and experiences from the preceding implementation period is essential for informing more effective development interventions, facilitating systematic improvement processes, and establishing clear objectives and guidelines that position Thailand's civil service to achieve sustainability, integration with broader national development goals, and long-term responsiveness to evolving public needs.

Given that civic participation represents a fundamental component of effective civil service development—ensuring that service provisions genuinely address citizen requirements—multiple engagement mechanisms have been established. These include online feedback systems, public consultative forums, and social media platforms that enable citizens to contribute comments and suggestions regarding service improvements. This participatory approach enhances the civil sector's capacity to align service delivery with public expectations. The strategic framework for civil service enhancement additionally incorporates continuous monitoring and evaluation protocols. Research findings from these assessment processes can be applied to implement immediate system corrections, demonstrating to citizens the administration's commitment to ongoing improvement and institutional responsiveness. Despite the strategic focus on service enhancement in both the 2021-2022 and draft 2023-2027 plans, there remains a critical need to systematically examine public perspectives and experiences related to service delivery and improvement initiatives, ensuring that civil sector development authentically addresses citizen needs and expectations. Therefore, this research aims to investigate public satisfaction levels and perceptions regarding civil service development implemented during 2021-2022 in Nong Chok District, Bangkok.

Research Objectives
1. Examine the public perception towards the civil sector development in 2021-2022 in Nong Chok District, Bangkok.
2. Examine the public satisfaction towards the civil sector development in 2021-2022 in Nong Chok District, Bangkok.

3. Examine how differences in personal factors affect perception and satisfaction towards the civil sector development in 2021-2022 in Nong Chok District, Bangkok.

Literature Review
The 2021-2022 Civil Service Development Strategy

The 2021-2022 Civil Service Development Strategy established a critical foundation for Thailand's subsequent 2023-2027 strategic framework, emphasizing sustainable institutional development, responsive public service delivery, and technological integration to enhance operational efficiency and citizen perception (Tipmanee, 2023). Despite these well-articulated objectives, empirical evidence indicates a significant divergence between strategic intentions and implementation outcomes, particularly regarding public perception and citizen experiences with government services (Nakronkong & Rojanatrakul, 2024). This implementation gap manifests through several interconnected challenges. First, citizens consistently report insufficient access to transparent information regarding ongoing civil service development initiatives. Second, notable perception disparities exist across various demographic segments, contributing to persistently low public confidence in civil service institutions. Third, communication deficiencies between government agencies and citizens continue to impede public access to essential information and services.

The strategic framework comprises five core components: (1) development of people-centered civil service; (2) implementation of lean, high-performance, appropriately-sized civil management systems utilizing digital technologies; (3) cultivation of integrated civil service with meaningful stakeholder participation; (4) promotion of good governance principles; and (5) development of the Office of the Civil Service Commission as a model that can be adapted by other agencies as needed (Office of the Civil Service Commission, 2021).

While this comprehensive strategic approach provides a robust structural foundation, the persistent gap between policy formulation and effective implementation represents a critical area requiring scholarly investigation. This research addresses this gap by examining citizen perceptions and experiences with civil service development initiatives in Nong Chok District, Bangkok, thereby contributing evidence-based insights to inform more effective implementation of future civil service reforms.

Perception of Civil Service

Perception of civil service means a complex process called perception, which affects the understanding of the civil service. Perception would lead to satisfaction, but it depends on the improvement of quality, communication, and public experience to gain the public's confidence and satisfaction. Perception of civil service is an interpretation and assessment of civil services by the people and is affected by various factors. This study applied the concept of Suwannakoot, Nakrukamphonphatn & Thuennade (2019) as follows: (1) the public generally assess a service by quality, such as speed, convenience and reliability; (2) transparent and clear information from government agencies can improve the public confidence and satisfaction; (3) personal experience from the service will affect the public's perception and opinion towards the civil service; (4) opinion from others such as friends or families can affect perception and confidence in the civil service. The study would then draw conclusions about the public perception and proceed with the 2021-2022 development strategies.

Satisfaction Towards the Civil Service

Satisfaction towards the civil service means the public's satisfaction towards the quality of service provided by the civil service according to the 2021-2022 civil service development strategies. The study on satisfaction towards the civil service quality was based on the service satisfaction assessment concept developed by Zeithaml et al. (1990), called the SERVQUAL model. The related factors in the model could be merged into five service quality aspects according to Saetan, Putthajaksri, Haphayong, Pongsai, & Tangpattanakit (2024); Maleesuwannachai, Pomsathit & Kerdaroondej (2023); Kaewjai & Navavongsathian (2024); and Office of the Civil Service Commission (2021). The researcher summarized the improvement of civil service quality into five aspects: (1) Service Tangibles, (2) Service Reliability, (3) Service Responsiveness, (4) Service Assurance and (5) Service Empathy.

Spatial Context of Nong Chok District Area, Bangkok

Data from the Nong Chok District Office (2024) showed that the district had a long history, being a major agricultural community in the past. Over the course of city development, many areas were used for infrastructure and residential construction, resulting in rapid population and economic growth. Regarding location, Nong Chok District is one of Bangkok's districts, situated in Northeastern Bangkok, covering an area of 135.3 square kilometers. Nong Chok District is located next to Pathum Thani and Chachoengsao Provinces, and thus closely connected to areas outside Bangkok. Nong Chok District has both plains and low hills, as well as canals, including the Luang Ratchalothorn Canal. The district has eight subdistricts: Krathum Rai, Nong Chok, Khlong Sip, Khlong Sip Song, Khok Faet, Khu Fang Nuea, Lam Phak Chi, and Lam Toiting. Demographic information of the district shows that there are 200,000 – 350,000 people living in the district, which might vary from one survey to another. Gender distribution is quite similar, with roughly the same number of men and women. Most of the residents are of working age with 70% of the population falling between 15 and 64 years of age. Regarding education, Nong Chok District has various educational institutions, ranging from primary to middle and vocational levels, with the educational level increasing over the years. Most of the Nong Chok population works in agriculture, commerce, and small industries, with a significant number working in other districts of Bangkok. There are many types of residences in Nong Chok District, including single houses, duplex houses, and condominiums, with the expansion and establishment of new communities in response to demand and immigration from other areas driven by development and job opportunities. As a result, the district has great sociocultural diversity. In conclusion, Nong Chok District has a diverse population that is constantly growing, due to many factors such as development of infrastructure, job creation, immigration, and various government services such as Nong Chok District Office, Nong Chok Metropolitan Police Station, Nong Chok Hospital, subdistrict health service centers, community clinics, Bangkok Area Revenue Office 10, Nong Chok District Social Security Office, educational agencies, Nong Chok District Public Health Office, and local agencies such as Subdistrict Administrative Organizations (SAOs) and municipalities. These offices play a major role in serving the public, improving the quality of people's lives, and managing local areas.

Research Methodology

This study employed a quantitative research design to examine public perception and satisfaction towards civil service development in Nong Chok District, Bangkok. The research utilized statistical analyses including ANOVA, t-Test, and F-Test to understand how personal factors influence perception and satisfaction levels regarding civil service improvements.

Research Scope

The study examined public perception and satisfaction towards civil service development under the 2021-2022 strategy, focusing specifically on government agencies operating in Nong Chok District, Bangkok. This approach aligned with the strategic development goals to measure public opinion, perception, and overall satisfaction regarding the transformation of civil service into high-performance, flexible, and digitized organizations.

Content Scope

The research measured five strategic aspects of the 2021-2022 civil service development plan: (1) Development of people-centered civil service (2) Development of lean, high-performance, and appropriately-sized civil management using digital technologies (3) Development of integrated civil service with participation from the public and stakeholders (4) Promotion of good governance and (5) Development of the Office of the Civil Service Commission into a high-performance, flexible, and digitized organization.

Population and Sample Selection Scope

The target population comprised 185,306 residents of Nong Chok District (Nong Chok District Office, 2024). To determine an appropriate sample size, Taro Yamane's formula was applied with a 95% confidence level and ±5% precision:

$$n = N / (1 + Ne^2)$$

Where: n = sample size, N = population size (185,306), and e = level of precision (0.05) This calculation yielded a minimum required sample of 400 participants. The study collected data from 417 respondents, exceeding the minimum requirement to enhance representativeness. Participants were selected using simple random sampling techniques to ensure equal opportunity for all residents to be included in the study.

The sample distribution represented all eight subdistricts in Nong Chok District, with participants from various government service access points including the District Office, Subdistrict Administrative Organizations, Police Station, Hospital, Health Centers, Revenue Office, Social Security Office, Educational Institutions, and Public Health Office. This comprehensive approach ensured that the findings would reflect the experiences of citizens accessing diverse government services throughout the district and the character of the sample, as shown in the table.

Table 1: Sample Demographic

Sample Demographic		N	%	Sample Demographic		N	%
Gende.	Male	311	74.6	Residential area in Nong Chok District (Subdistrict)	1) Krathum Rai	23	5.5
	Female	106	25.4		2) Nong Chok	157	37.6
Age	< 25Yrs	22	5.3		3) Khlong Sip	47	11.3
	25-35Yrs	252	60.4		4) Khlong Sip Song	47	11.3
	36-45Yrs	72	17.3		5) Khok Faet	30	7.2
	46-55Yrs	56	13.4		6) Khu Fang Nuea	35	8.4
	> 55Yrs	15	3.6		7) Lam Phak Chi	32	7.7
Married Status	Single	183	43.9		8) Lam Toiting	46	11.0
	Married	216	51.8	Sampling Service Government agencies in	1) Nong Chok District Office	31	7.4
	Divorced	18	4.3		2) Subdistrict Office/ Administrative Org.	70	16.8

Sample Demographic		N	%	Sample Demographic		N	%
Edu.	Undergraduate	8	1.9	Nong Chok District	3) Nong Chok Police Station	28	6.7
	Bachelor	383	91.8		4) Nong Chok Hospital	45	10.8
	Postgraduate	26	6.2		5) Subdistrict Health Service Center	42	10.1
Income (KTHB)	< 20	212	50.8		6) Community Clinic	34	8.2
	20K – 50	183	43.9		7) Bangkok Area Revenue Office 10	55	13.2
	50K – 100	20	4.8		8) Nong Chok District Social Security Office	32	7.7
	> 100	2	0.5		9) Government Edu./ School/ University	36	8.6
					10) Nong Chok District Public Health Office	44	10.6

Out of 417 key informants, 311 were male (74.6%), 252 were between 25 and 35 years of age (60.4%), 216 were married (51.8%), 383 had a bachelor's degree (91.8%), 202 were civil servant or public workers (48.4%), 122 were experts/academicians (29.3%), 212 had income of less than 20,000 baht (50.8%), 183 had income between 20,000 – 50,000 baht (43.9%), most lived in Nong Chok Subdistrict, followed by Khlong Sip, and Khlong Sip Song. The locations for storing the questionnaire and civil services were Nong Chok District Office, Subdistrict Office/ Administrative Organization, Nong Chok Police Station, Nong Chok Hospital, Subdistrict Health Service Center, Community Clinic, Bangkok Area Revenue Office 10, Nong Chok District Social Security Office, Government Education/ School/ University, and 10) Nong Chok District Public Health Office ranked by the order of use by the key informants.

Research Instrument
Data collection utilized an online questionnaire divided into three sections: (1) Demographic information - including gender, age, marital status, education, occupation, income, residential area, and government services utilized (2) Perception assessment - measuring public perception of developments in the five strategic areas using a 5-point Likert scale and (3) Satisfaction assessment - evaluating public satisfaction with service quality across the five SERVQUAL dimensions using a 5-point Likert scale. The instrument was validated through expert review to ensure content validity and pre-tested with a pilot sample to confirm reliability before full-scale implementation.

Data Collection and Analysis
The field study was conducted from July to December 2024. Data analysis employed descriptive statistics (mean, standard deviation) to assess overall perception and satisfaction levels, while inferential statistics (t-tests, ANOVA) were used to examine how personal factors influenced these variables. Post-hoc tests were conducted where significant differences were identified to determine specific group variations. This methodological approach provided a robust framework for comprehensively evaluating public perception and satisfaction towards

civil service development in Nong Chok District, with findings that can inform future policy improvements and implementation strategies.

Time and Area Scope

The document study took place from January to July 2024. The field study was conducted from July to December 2024, with a scope that encompassed civil service units and users in Nong Chok District, Bangkok.

Research Finding

This study examined public perception and satisfaction towards civil service development in Nong Chok District, Bangkok, under the 2021-2022 strategy. Findings are presented according to the research objectives:

Public Perception Towards Civil Service Development

Table 2: Public perception towards the civil sector development in 2021-2022

Public perception towards the civil sector development in 2021-2022	Perception Level		
	Mean	S.D.	Result
Development of people-centered civil service	4.471	.330	Highest
Development of a lean, high-performance, and appropriate-sized civil management using digital technologies	4.422	.333	Highest
Development of integrated civil service with participation from the public and stakeholders.	4.465	.330	Highest
Promotion of good governance.	4.452	.400	Highest
Development of the Office of the Civil Service Commission into a high-performance, flexible, and digitized organization	4.496	.395	Highest
Overall public perception	**4.461**	**.364**	**Highest**

Analysis revealed that citizens' overall perception of civil service development in Nong Chok District reached the highest level (Mean = 4.461, S.D. = .364). All five strategic areas received "highest" level ratings, with the development of the Civil Service Commission into a high-performance organization receiving the highest score (Mean = 4.496), followed by people-centered civil service (Mean = 4.471), integrated service with public participation (Mean = 4.465), good governance promotion (Mean = 4.452), and lean management using digital technologies (Mean = 4.422).

Public Satisfaction Towards Civil Service Development

Table 3: Public satisfaction towards the civil sector development in 2021-2022

Public satisfaction towards the civil sector development in 2021-2022	Satisfaction Level		
	Mean	SD	Result
Service Tangibles	4.501	.373	Most satisfied
Service Reliability	4.464	.395	Most satisfied
Service Responsiveness	4.494	.387	Most satisfied
Service Assurance	4.550	.323	Most satisfied
Service Empathy	4.530	.350	Most satisfied
Overall Service Satisfaction	**4.508**	**.294**	**Most satisfied**

The findings demonstrate that public satisfaction with civil service development reached the "most satisfied" level (Mean = 4.508, S.D. = 0.294). Among the five SERVQUAL dimensions, Service Assurance received the highest satisfaction rating (Mean = 4.550), followed by Service Empathy (Mean = 4.530), Service Tangibles (Mean = 4.501), Service Responsiveness (Mean = 4.494), and Service Reliability (Mean = 4.464). All dimensions achieved statistically significant "most satisfied" ratings, confirming the effectiveness of the 2021-2022 civil service development strategy in meeting public expectations.

Impact of Personal Factors on Perception and Satisfaction
Statistical analysis using t-tests and ANOVA revealed significant differences in both perception and satisfaction levels based on certain demographic factors:

Factors Affecting Perception

Table 4: Demographic information of the sample group

Public perception towards the civil sector development in 2021-2022	Education	Occupation	Resident Area	Gov. Service
Development of people-centered civil service	F = 6.090 Sig =.002	F = 3.282 Sig =.006	F = 2.202 Sig =.033	F = 5.582 Sig =.000
Development of a lean, high-performance, and appropriate-sized civil management using digital technologies	-	F = 3.861 Sig =.002	-	F = 3.324 Sig =.001
Development of integrated civil service with participation from the public and stakeholders.	F = 4.308 Sig =.014	F = 5.682 Sig =.000	F = 2.703 Sig =.009	F = 2.821 Sig =.003
Promotion of good governance.	-	F = 3.735 Sig =.003	-	-
Development of the Office of the Civil Service Commission into a high-performance, flexible, and digitized organization	-	F = 4.498 Sig =.001	-	F = 2.110 Sig =.028
Overall public perception towards the civil sector development in 2021-2022 In Nong Chok District	**F = 4.018 Sig =.019**	**F = 6.862 Sig =.000**	**F = 2.515 Sig =.015**	**F = 3.685 Sig =.000**

The study found that personal factors including education level (F = 4.018, Sig = .019), occupation (F = 6.862, Sig = .000), residential area (F = 2.515, Sig = .015), and government service used (F = 3.685, Sig = .000) significantly influenced public perception of civil service development.

Specifically:

- Respondents with lower levels of education than a bachelor's degree reported significantly lower perception levels than those with bachelor's degrees regarding people-centered services and integrated public participation.
- Residents of different subdistricts showed varying perception levels, with Nong Chok subdistrict residents having lower perception than those in Khlong Sip and Lam Toi Ting subdistricts.

- Users from different government agencies demonstrated significant variations in perception, with users of the Nong Chok District Office showing a lower perception than those from other agencies.

However, gender, age, marital status, and income did not significantly affect perception levels.

Factors Affecting Satisfaction

Table 5: Sample Demographic

Public satisfaction towards the civil sector development in 2021-2022	Married status	Education	Occupation	Resident Area	Gov. Service
Service Tangibles	-	-	F = 4.286 Sig =.001	-	F = 2.091 Sig =.029
Service Reliability	-	-	F = 3.826 Sig =.002	-	
Service Responsive-ness	F = 5.329 Sig =.005	F = 6.950 Sig =.001	F = 6.452 Sig =.000	F = 2.788 Sig =.008	F = 2.191 Sig =.022
Service Assurance	-	F = 3.624 Sig =.028	F = 12.918 Sig =.000	F = 3.384 Sig =.002	F = 2.124 Sig =.027
Service Empathy	-	-	F = 5.601 Sig =.000		
Overall Service	-	**F = 4.497 Sig =.012**	**F = 11.761 Sig =.000**	**F = 2.503 Sig =.016**	**F = 2.443 Sig =.010**

Similarly, education level (F = 4.497, Sig = .012), occupation (F = 11.761, Sig = .000), residential area (F = 2.503, Sig = .016), and government service used (F = 2.443, Sig = .010) significantly influenced satisfaction levels with civil service development.

Notable findings include:
- Marital status affected satisfaction with service responsiveness (F = 5.329, Sig = .005)
- Education level influenced satisfaction with both service responsiveness (F = 6.950, Sig = .001) and service assurance (F = 3.624, Sig = .028)
- Occupation showed a significant impact across all service dimensions, with the strongest effect on service assurance (F = 12.918, Sig = .000)

Gender, age, and income showed no statistically significant effect on satisfaction levels, consistent with the findings on perception.

These results highlight the importance of considering demographic differences when implementing civil service improvements, as perception and satisfaction vary significantly among different population segments within the Nong Chok District. The findings provide valuable insights for targeted service enhancements that can address the specific needs and expectations of different citizen groups.

Discussions and Conclusion

This study examined public perception and satisfaction towards the civil service development in Nong Chok District, Bangkok, under the 2021-2022 strategy. The findings reveal valuable insights into citizens' experiences with government services and their assessment of recent improvement initiatives.

Public Perception of Civil Service Development

The analysis of public perception towards the five strategic components of civil service development revealed consistently high ratings across all dimensions, with mean scores

ranging from 4.422 to 4.496. These uniformly positive perceptions indicate successful implementation of the civil service development strategy, while also highlighting specific areas where enhancement is still needed.

The highest perception was recorded for the development of the Civil Service Commission into a high-performance, flexible, and digitized organization (M = 4.496, SD = .395). This finding aligns with Tipmanee's (2023) assertion that civil service adaptability and staff development are essential for meeting public needs effectively. Despite this positive assessment, citizens still expect further improvements in staff proficiency with new digital systems, suggesting that the technological transformation of government services remains an ongoing process rather than a completed achievement.

People-centered civil service development (M = 4.471, SD = .330) was the second highest-rated strategy, reflecting citizens' recognition of improvements in service efficiency, reduced costs, and enhanced agency connectivity. These results support the strategic priorities outlined by the Office of the Civil Service Commission (2021) and correspond with Pimpa and Wongsiri's (2021) findings regarding public expectations for responsive government services. However, the results also indicate persistent public expectations for performance enhancement, cost reduction, and greater service convenience—suggesting that while progress is acknowledged, the transformation to truly people-centered governance remains incomplete.

The integrated civil service strategy (M = 4.465, SD = .330) received similarly high ratings, with participants recognizing improvements in transparency, accessibility, and technological integration. This perception aligns with Nata and Jindapol's (2018) emphasis on transparency and process improvement for enhancing public access to services. However, citizens continue to expect further advancements, particularly regarding remote service access, greater transparency, and simplified progress tracking—expectations consistent with Phanwattana's (2024) identification of key factors in public service satisfaction.

Public Satisfaction with Service Quality

The assessment of satisfaction using the SERVQUAL framework revealed high satisfaction levels across all five dimensions (M = 4.508, SD = .294), with Service Assurance receiving the highest rating (M = 4.550, SD = .323) and Service Reliability the lowest (M = 4.464, SD = .395).

The high satisfaction with Service Assurance suggests that government staff effectively convey knowledge and competence, inspiring trust among service users. This finding supports the research of Maleesuwannachai et al. (2023) on the relationship between trust and service satisfaction. However, the relatively lower score for Service Reliability indicates a need for improvement in the consistency and accuracy of service delivery, aligning with Sittivongsa and Boonmee's (2024) findings regarding staff knowledge and capability development needs.

Service Empathy (M = 4.530, SD = .350) received the second-highest satisfaction rating, indicating citizen appreciation for the caring attitude demonstrated by civil servants. Nevertheless, the study identified "politeness" as having the lowest score within this dimension, suggesting a specific area for staff training improvement—a finding that resonates with Sittivongsa and Boonmee's (2024) emphasis on service-mindedness as a critical factor in public satisfaction.

The high satisfaction with Service Tangibles (M = 4.501, SD = .373) demonstrates that physical facilities and infrastructure improvements have been well-received. However, citizens' persistent expectations for further enhancements in facility arrangement, service atmosphere, and amenities suggest that the modernization of government facilities should remain a priority, consistent with both classical public administration theory and contemporary citizen expectations.

Impact of Personal Factors on Perceptions and Satisfaction

The analysis of demographic variables yielded important insights into how different population segments experience government services. Education level significantly influenced both perception and satisfaction, with those holding bachelor's degrees reporting higher perception levels than those with lower educational attainment. This finding aligns with Moungnoe's (2024) and Janeiad's (2023) research, which indicates the impact of education on the perception of service quality and organizational image.

Interestingly, gender, age, and income did not significantly affect perception or satisfaction levels—a finding that partially contradicts Thongghot et al. (2024) regarding income effects but supports Plodprong and Klaitabtim's (2023) conclusion about gender and age factors. These results suggest that the civil service development strategy has achieved relative equity across these demographic dimensions, while disparities remain along educational, occupational, and geographical lines.

The significant differences in perception and satisfaction based on residential subdistrict highlight the importance of localized service delivery approaches. Residents of Nong Chok subdistrict consistently reported lower perception levels than those in other areas, indicating potential disparities in service implementation or communication that warrant further investigation. This geographical variation aligns with Li and Shang's (2020) findings on the relationship between local context and government service perception.

Theoretical and Practical Implications

The study's findings contribute to public administration theory by demonstrating the applicability of the SERVQUAL model to civil service assessment, particularly in evaluating targeted development strategies. The consistently high ratings across perception and satisfaction dimensions validate the effectiveness of Thailand's 2021-2022 civil service development approach, while also highlighting the ongoing nature of public sector transformation.

From a practical perspective, the results identify specific areas for continued improvement, including:

1. Enhanced staff proficiency with digital systems and technologies
2. Greater service integration to reduce the need for contacting multiple agencies
3. Improved transparency and progress tracking mechanisms
4. Service cost reduction and process streamlining
5. Enhanced staff training in service-mindedness and professional communication

These areas align with global trends in public administration, focusing on digital transformation, citizen-centric service design, and transparent governance (Wang & Teo, 2020).

Conclusion

This study demonstrates that the 2021-2022 civil service development strategy in Nong Chok District has achieved significant success, as evidenced by consistently high perception and satisfaction ratings across all measured dimensions. The public acknowledges improvements in service delivery, digital integration, governance practices, and organizational transformation. However, citizens continue to expect further enhancements, particularly regarding technological accessibility, service integration, transparency, and staff professionalism.

The differential impact of education, occupation, and geographical location on perception and satisfaction highlights the importance of targeted approaches to civil service improvement that address the specific needs and expectations of diverse population segments. By continuing to build on the successful implementation of the 2021-2022 strategy while addressing the identified areas for improvement, government agencies can further enhance

public perception and satisfaction with civil services in Nong Chok District and potentially throughout Thailand.

Future research should explore the reasons for geographical disparities in perception and satisfaction, investigate the specific mechanisms through which education influences service assessment, and evaluate the implementation of subsequent civil service development strategies to provide longitudinal insights into public sector transformation efforts.

Recommendation
Policy Recommendations

For this study, policy recommendations for improving the public perception and satisfaction towards the civil service development of 2021-2022 in Nong Chok District, Bangkok, which had five strategies, were found based on empirical data about development performance. A suggestion is to expand the 2021-2022 civil service development to 10 or 20 years, or turn it into a continuous effort toward excellence. Regarding the measurement of public satisfaction towards the 2021-2022 development, it was found that the five aspects are as follows: 1. Service Tangibles, 2. Service Reliability, 3. Service Responsiveness, 4. Service Assurance and 5. Service Empathy has an academic viewpoint that can be applied to civil service development.

Operational Suggestions (Nong Chok District)

This study presents suggestions for improving the public perception and satisfaction towards the civil service development of 2021-2022 in Nong Chok District, Bangkok as follows:
1. Suggestions for improving the public perception and satisfaction towards the civil service development of 2021-2022 in Nong Chok District, Bangkok

Regarding the first 2021-2022 strategy, 'Development of a People-Centered Civil Service,' in Nong Chok District, Bangkok, it was found that the overall development vision consists of three key objectives: (1) to improve service performance, (2) to reduce or eliminate the cost of the civil service, and (3) to provide a more convenient civil service.

Regarding the second strategy (Development of a lean, high-performance, and appropriate-sized civil management using digital technologies), the vision is (1) the public still expects an improved, all-in-one service that frees them of the need to contact different agencies and (2) the public still expect more technology and accessibility over the phone.

Regarding the third strategy (Development of integrated civil service with participation from the public and stakeholders), it was found that (1) the public expects to access civil services in other provinces without having to personally travel to said services, (2) the public expects more transparency, and (3) the public expects ease in tracking the progress of their issues.

Regarding the fourth strategy (Promotion of good governance), the vision for future development covers (1) reduction or elimination of expenses for civil services, or compliance with announcements and (2) streamlining the processes, or improving clarity and ease in using civil services.

Regarding the fifth strategy (Development of the Office of the Civil Service Commission into a high-performance, flexible, and digitized organization), the vision for future development includes more staff proficiency in new systems.
2. Suggestions for improving public satisfaction with the development of the civil service in 2021-2022 in Nong Chok District, Bangkok, according to the concept of satisfaction with civil service quality.

Service Tangibles: Continuous improvement of government facilities.

Service Reliability: Staff should be improved to be more proficient, capable, and honest.

Service Responsiveness: Improvement of service efficiency and speed.
Service Assurance: Focus on "public confidence", which needs improvement.
Service Empathy: The staff should be polite and service-minded, which is an area that needs improvement.

Future Research Suggestions

This study only covers spatial studies, but studies of other areas can apply the guidelines and questionnaire from this study to understand the public in different contexts.

New Knowledge

This study applied the SERVQUAL assessment concept to evaluate the perception and satisfaction of the public towards the civil service, reflecting the civil service's development performance from a public perspective and leading to more effective improvement. The method of this study can also be applied to other contexts in the future.

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