

Human Resource In The 21st Century Era Being Professional Learning Community To Sustainable Local Government Organization, Thailand

Pornchai Jedaman ¹, Pramuk Srichaiwong ², Phamaha Chotniphitphon ³, Patchlada Suwannal ⁴, Phrakhruphawanachanthakhun Wi ⁵, Sirivadee Wiwithkhunakorn ⁶, Thanee Jongyung ⁷, Benjapuk Jongmuanwai ⁸, Sanya Kenaphoom⁹

^{1,9} Rajabath Mahasarakham University, ²Rajabhat Chaiyaphum University,
^{3,4,5}Mahachulalongkornrajavidyalaya University, ^{6,7,8} Nakhonratchasima Rajabhat
University, Thailand

¹p.jedaman@gmail.com; ⁸benjapuk@gmail.com

Abstract:

“ Human resource” were valuable workers in the organization. Specific purpose to develop indicators of human resource in 21st century era being professional learning community to sustainable local government organization, to verify the goodness of if between the developed indicators’ structural model of human resource in 21st century era being professional learning community and the empirical data, and study to excellent management practices of sustainable local government organization leaders’ under the dynamics of the 21st century era. This mixed method research to collection with key informant and the samples in local government organization, the instruments were the interview and questionnaire to the data. Human resource in 21st century era being professional learning community to comprised 5 main factors, 18 sub-factors and 73 indicators. The structure model of human resource in 21st century era being professional learning community had a goodness-of-fit with empirical data as confirmed by Chi-square value of 87.70 with statistical significance, $df = 89$, $P\text{-value} = 0.52$, $X^2/df = 0.99$, $GFI = 0.98$, $AGFI = 0.96$, $RMSEA = 0.00$, $CN = 708.20$. An excellent management practices of sustainable local government organization leaders’ including achievement, risk management, respect, 4) personals centric, initiative for creative, eager to learning, commitment for success, and adaptability.

Keywords: Human resource in the 21st century era, professional learning community, sustainable local government organization.

1. INTRODUCTION:

Professional learning community of human resource was important to created a learning and quality organization. The 21st century organization will develop personnel to increase their work skills in a variety of ways, and in consideration of compensation tends to reward according to skills based. Which if the more personnel have the ability to do a variety of tasks to get more compensation. That gives to flexibility of a working in terms both to time and place as match personnel's lifestyle trends. Organization in the 21st century era can not be able to the goals achieve of being a learning organization, without quality and effective human resource factors including the skills, knowledge, competencies, attitudes and motivation, leadership, creativity, technology integration. Human resource development were the finally goals of development, there is the determinant to the successfully of the 21st century organization to be effective and keep to the pace with the change of globalization into training and development are the process for developing and promoting personnel to have knowledge, ability, understanding, and operational skills. As well as having a good attitude and behavior, in order to have better working efficiency. (1) Challenge of human resource management in the 21st century in various organizations to especially the local government

organizations to faced with a dynamic environments as the results, the organizations have adapting all the time. However, in some cases, the context must be changed, and the influence of the stimuli of the respective factors among the main issues of personnel are working and personnel life. (2) Jedaman, P. (1) to discussed the principles of 21st century organization to human resource management into effective as consists of the important principles were to, a) have to philosophy and conceptual of creating good and smart human resource by choosing talented of the personnel, responsibility, diligence and patience, as well as with great effort, b) have to management strategy, a strategy for managing personnel, creating values and organization cultural, and c) a building skills, work processes for people to create a great power from the personnel around to will bring a success beyond the target. In the midst of changes to the current environment, the leadership in organization, it is necessary to understand the driving force behind the change in order to lead the organization towards its goals both to analysis of the situation and the direction of the organization, including the organization strategy and action plan. (3) Human resource factors of the quality, knowledge, skills, abilities, competencies, job satisfaction, attitude, behavior, engagement. Which of these features are the properties of human resources that give rise to competency human resource, (4) by particular for a having the talent employee as the following important features of critical thinking, initiative and creativity, radiance, enthusiasm, and good human relations. Using technology, learning faster, responsibility, self-discipline, problem planning and prevention, having the ability to solve problems well, integrity, ethics, and leadership, and being able to speak two or more languages. By managing human resources in the local government organization, must have the qualifications of “HR Professional”, which should have the characteristics of professional and technical knowledge, development competence and skills, and ability to manage change, teams spirit, leadership include providing a learning environment and conducive to work into professional learning community of human resource for creating capacity knowledge and capabilities of personnel in the organization to be able to perform tasks and apply knowledge in various fields of integrated and utilized. Human resource in the 21st century era being professional learning community to sustainable local government organization, Thailand this study to have three main objectives:

- (a) To develop indicators of human resource in 21st century era being professional learning community to sustainable local government organization.
- (b) To verify the goodness of if between the developed indicators’ structural model of human resource in 21st century era being professional learning community to sustainable local government organization and the empirical data.
- (c) To study an excellent management practices of sustainable local government organization leaders’ under the dynamics of the 21st century era.

Skill is the ability to convert existing knowledge and experience into action to achieve the goals are 3 human resource management skills in the 21st century were to, 1) conceptual skill to an essential skill and involves the ability to think, plan and manage the strategic leadership, creativity, an ability to distinguish problems and decide to fix problems quickly and correctly, 2) human relationship skill was related to the ability to cooperate a well working with others, perform with honesty, enthusiasm, empathize and respect others, have human relations between colleagues and outsiders, include has the ability to motivate, and 3) technical skill it is a skill that requires a specific competence for performing each task from knowledge, expertise in the use of tools and technologies, methods and techniques for working efficiently. Kiewpairee W. (5) The development of human resources in 21st century should consider the dynamic change of social context in numbers of aspect. The physical aspect, young generation includes the physical and spiritual growths in accordance with ages. In term of mental aspect, the young generations recognize their personal and other people’s emotions and the changing of the surroundings. New generation recognize the subject core values and multi-disciplinary science with concept of life-long learning process. In term of the capability, young generations should have creative skill, communication skill, working skill, emotional skill and management skill. Kovit Puangngam (6) to presented of local government organization to administration, it is a form of organizing government administration according to the principle of decentralization of government that the central government has decentralized administrative and administrative powers to various forms of local government in order to provide public services to the people within the scope of the law. Factors for success in corporate management

were to vision determination, mission and strategy for systematic local development, knowledge is transferred to internal understanding and experience among the personnel of the organization, mechanisms for promoting systematic collaboration and management having a high leadership position as well as knowledgeable and responsible corporate, administration has listened to external opinions and flexibility as well as transforming the vision, policy and strategy personnel of the organization to work truly, include provide opportunities for all sectors to take part in initiating activities or projects of the organization, close monitoring and evaluation, adequate budget. (7) To fosters collaboration and promotes the work of an integrated team spirit system.

2. REVIEW OF THE LITERATURE

2.1 Human Resource In 21st Century Era Being Professional Learning Community.

The human resource management in the 21st century era to must bring the conceptual of management to especially when it comes to the subject of "*Humanistic approach*", which focuses on the characteristics, behavior and needs of the personnel. Human resource leadership was the ability to lead personnel of a working towards the same goal. Through the process by which leaders influence their co-workers it needs to be done through behavioral elements which are to personnel leadership skills, knowledge skills, pace of change, and technology skills including rich influence, focus on organizational development, focus on human resource development, focus on cooperation, inspiring, stimulating intellectual, and being considerate of the individual. And the common benefit is important this will lead to the process of human resource management that is three important systems (8) were to, 1) recruitment, it is a systematic design and management of human resource management, especially the search for good and competent personnel "Talent", which consists of processes (e.g., resource planning, recruitment selection of personnel, creating values), 2) maintenance, it is a continuous maintenance of human resource management system, focus on retaining good and talented personnel in the organization, creating an organizational environment for quality of work life, which consists of processes (e.g., yield, quality of life), and 3) development, this is to improve human resource development and develop the organization to have the ability to operate in a modern way, based on moral knowledge will be making the organization have good immunity ready for changes from both the inside and the outside, which consists of processes (e.g., development and training, organization development). Good corporate development, from a good relationship between management and personnel, also, the management takes care of organizes a happy workplace environment. There is a good welfare arrangement, good relationship between colleagues, the cultivation of benefits to society for the cultivation of good-hearted employees (9) in the conditions were to, a) making people work happy, from creating an organization as humanistic organization with important characteristics (e.g., people feel satisfaction at work, feel that the organization values themselves, have a friendly relationship atmosphere, provide support and help each other), b) making the organization livable and having a conducive and healthy work environment (e.g., the workplace is designed as a place that is conducive to work and learning, freedom to express ideas, express or suggest new ideas, have a good atmosphere at work), c) the organization to have solidarity and to live together happily (e.g., generous to help each other, have good coordination, have a corporate culture, have a unity, have corporate social responsibility: CSR). There are to focuses on human resources that are valuable into the organization, leading to human resource development to professional learning community. Sompong, S.(10), Taveechot, J. (11), Warayu, W. (12), Chukampaeng, C.(13), Simerson, Byron Keith (14), Jedaman, P. (1), Decenzo, David, A. and Robbins, Stephen, P. (3), Marchington, M., and Wilkinson, A. (4) to presented of human resource to professional learning community were the process of creating change by learning from the performance of personnel group as coming together of working and support each other, have a common purpose and jointly lay out the learning goals as well as the review of both personal performance and overall results such as team work on participation in work, mutual understanding and trust, respect, and interaction, joint vision of common to the goal setting, shared values, motivation, corporate culture on the practice, cultural network, organizational environment, model or personification, leadership of good human relations, intelligence, perseverance, ability to communicate, and exchange of knowledge between members as interpersonal networks, the use of technology for communication, the environment and the atmosphere conducive to learning. Also, professional learning community through a process of

exchanging learning, criticizing, sharing vision, collaboration and empowerment, teamwork, leadership, corporate culture, by focusing on and promoting the learning process organically, that has an effective framework were to, a) have a common goal of learning management and developing oneself and the organization to their full potential, b) there is an exchange of knowledge from the practice of the real situation, c) all parties involved, learn and join forces / support to create a change according to the goal, d) there is a reflection on performance and continuous development, and e) hope was created for the team consisting of, (1) honesty & humanity, respect with sincerity, (2) option & openness for selecting the best for the works and ready to open their hearts to learn from others, (3) patience & persistence is the development of patience and determination and dedication to the end of results are clear, (4) efficacy & enthusiasm, it is to build confidence in the outcome of a learning management method that is suitable for the working and eager to fully develop oneself.

2.2 Conceptual Frameworks.

In the research of this study into theories conceptual and the literature (Sompong, S., Taveechot, J., Warayu, W., Chukampaeng, C., Simerson, Byron Keith, Jedaman, P., Decenzo, David, A. and Robbins, Stephen, P., Marchington, M., and Wilkinson, A.) as research conceptual frameworks into 5 main factors, 18 sub-factors of human resource in the 21st century era being professional learning community to sustainable local government organization, Thailand are shown in figure 1.

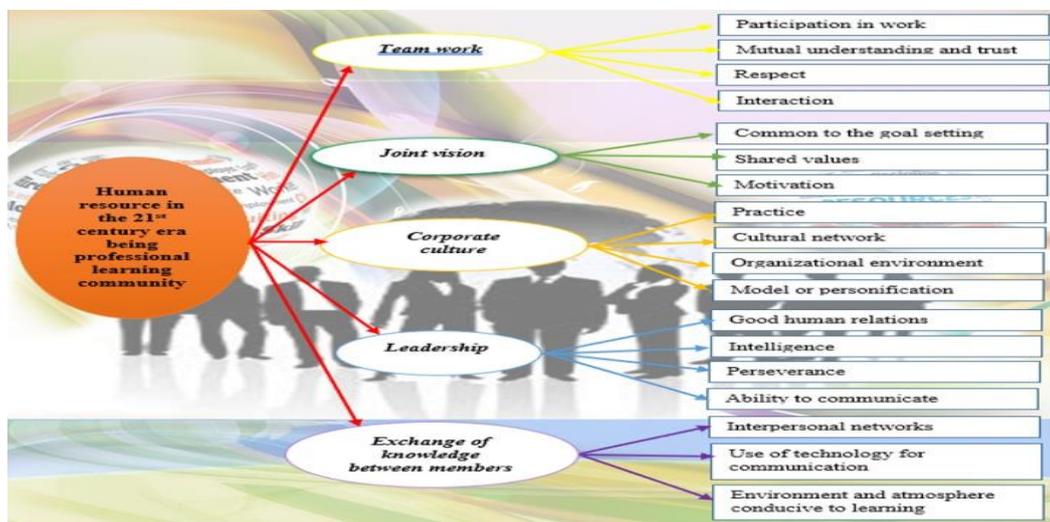


Figure 1:- Research conceptual frameworks.

Factors to human resource in the 21st century era being professional learning community to sustainable local government organization of 5 main factors, 18 sub-factors were to, 1) team work with sub- factors including participation in work, mutual understanding and trust, respect, and interaction, 2) joint vision with sub- factors including common to the goal setting, shared values, motivation, 3) corporate culture with sub- factors including the practice, cultural network, organizational environment, model or personification, 4) leadership with sub- factors including good human relations, intelligence, perseverance, ability to communicate, and 5) exchange of knowledge between members with sub- factors including interpersonal networks, the use of technology for communication, the environment and the atmosphere conducive to learning. The symbols that is used to represent the 5 main factors, 18 sub-factors.

- HRPLCO: Human resource in the 21st century era being professional learning community to sustainable local government organization
- TEAM: Team work with 4 sub-factors of TEAM 1; participation in work. TEAM 2; mutual understanding and trust. TEAM 3; respect. TEAM 4; interaction.
- VISS : Joint vision with 3 sub-factors of VISS 1; common to the goal setting. VISS 2; shared values. VISS 3; motivation.
- CULT: Corporate culture with 4 sub-factors of CULT 1; practice. CULT 2; cultural network. CULT 3; organizational environment. CULT 4; model or personification.

- LEAD: Leadership with 4 sub-factors of LEAD 1; good human relations. LEAD 2; intelligence. LEAD 3; perseverance. LEAD 4; ability to communicate.

- EXCH: Exchange of knowledge between members with 3 sub-factors of EXCH 1; interpersonal networks. EXCH 2; the use of technology for communication. EXCH 3; the environment and the atmosphere conducive to learning.

3. THE METHODOLOGY

The results were to mixed method research to study an employed of qualitative in a documentary review, participatory action learning, individual and group interviews to obtained from a multi-contextual and cultural perspectives of key informant by interview questionnaire. The quantitative to survey by questionnaire into provide this research to most complete, able to provide explanatory research results, which is summarized based on research results, it can also provide profound descriptive findings.

3.1 The Area and Participants.

The research area was the local government organizations have two Province into Mahasarakham and Nakhonratchasima Province, Thailand of Provincial administrative organization, Municipality administrative organization, Sub-district administrative organization. Participant of this study in two groups including key informant to consists of organizational leaders and practitioners in three local government organizations to individual and group interviews by interview questionnaire of 60 persons, they all were by purposive sampling and focus groups. And 508 samples to survey of the opinions by questionnaire, they all were by multistage random sampling.

3.2 Research Instruments.

The instruments of research were to, a) questionnaire of semi- structure to 5-level scales based on Likert's scale is divided into 2 parts of part 1: status of the respondents this is a check list question to explore personal information including gender, age, work experience, and highest educational background, part 2: question contents with a precision between 0.60-1.00 and the confidence by Cronbach's alpha coefficient method of 0.98 and the classification power from 0.42-0.89, b) interview questionnaire of structure it's an open-ended question, use word-for-word and sentence-by-sentence interviews to gain deep and broad information.

3.3 Collection Methods.

The collection methods to conducted in 3 phases as follows:

- a) Phase 1:- develop indicators of human resource in 21st century era being professional learning community of the collection to analyzed and synthesized of documentary, concepts, theories, and related research as a framework to develop, including conduct interviews of individual and group interviews to obtained from a multi-contextual and cultural perspectives as 60 key informants of organizational leaders and practitioners in three local government organizations by interview questionnaire. The data obtained from studies to documentary and interviews were used to analyzed the results towards the conclusion to the data.
- b) Phase 2:- verify the goodness of if between the developed indicators' structural model of human resource in 21st century era being professional learning community to sustainable local government organization and empirical data as the developed with questionnaires of 508 samples to the data.
- c) Phase 3:- an excellent management practices of sustainable local government organization leaders' under the dynamics of the 21st century era conduct interviews of individual and group interviews to obtained from a multi-contextual and cultural perspectives as 60 key informants of organizational leaders and practitioners in three local government organizations by interview questionnaire towards the conclusion to the data.

3.4 Data Analysis.

The data analysis for qualitative data to grounded theory based on the analysis methods to, 1) conceptualization or open coding to create as many ideas as possible, conceptualization by sentence, divided into 2 levels, (1) creating a concept or opening a code based on the information obtained from the interview was create a concept of how to find the contents of the interview, (2) Theoretical code generation is the second stage of conceptualization after all data-based conceptions have been created. This step will depend on the theoretical knowledge of analysts in addition, the consistency in the content comparative method was compared in each data unit, whether it is within the same interview and during the interview, 2) category, when constructing to concepts, categorization of conceptions (codes) that are similar are classified or related to shared attribute as Contexts, condition and consequences to makes it clear to see the process of a particular phenomenon, 3) Axial coding, relationship analysis. The quantitative data was analyzed the status of the respondents in the samples, it consists of the frequency and percentage to analyzed the suitability of the indicators to human resource in 21st century era being professional learning community to sustainable local government organization, by mean and standard deviation, skewness and kurtosis a seeing the distribution of the data. Analyzed the relationship between indicators by finding the Pearson's correlation coefficient, and analyzed to verify the consistency of the indicators affecting the professional learning community to sustainable local government organization that the researcher created with empirical data by a using LISREL program.

4. MAJOR FINDINGS AND DISCUSSIONS

4.1 Human resource in 21st century era being professional learning community to sustainable local government organization.

a) Human resource in 21st century era being professional learning community to sustainable local government organization to comprised 5 main factors are shown in figure 2.



Figure 2:- 5th main factors to Human resource in 21st century era being professional learning community to sustainable local government organization.

1. Joint vision:

Showing the behavior of planning and setting the operating guidelines in the same direction, contribution to the improvement and development of the organization's success goals, having the same values and beliefs in performance, encouraging personnel in the organization to intend to perform their duties to the best of their ability, by enhancing morale, encouragement to each others.

2. Leadership:

Performing good leadership to behavior requires of broad vision, having a talent for working, good human relations and attention to performance, can use knowledge and understanding to solve

various problems, sacrificing time to get buried in operational problems, Giving good advice and supporting to personnel.

3. Teamwork:

A performing collaborative behavior, analyzing work plans by participating in group opinions, learning guidelines and operations, providing assistance, interdependence, respect for one's role and that of others, acceptance of talents and differences of each others for let the performance of the works to succeed and achieve goals.

4. Exchange of knowledge between members:

Showing group behavior in exchange of knowledge, use of technology and equipment as a medium for exchange and learn quickly, providing a good environment to promote knowledge exchange, and create a friendly atmosphere that is conducive to exchange and learning together.

5. Corporate culture:

Showing behavior of personnel in the organization a regarding in upholding and following corporate customs or traditions, encourage personnel to be a sustainable role model in the organization and to build commitment, including employee engagement in the organization.

b) Human resource in 21st century era being professional learning community to sustainable local government organization to comprised 5 main factors, 18 sub- factors and 73 indicators. It can be classified into 17 indicators of team work, 11 indicators of Joint vision, 15 indicators of corporate culture, 18 indicators of leaderships, and 12 indicators of exchange of knowledge between members are shown in table 1.

Table 1:- Confirmation factor analysis results to developed indicators a second.

Indicators	Factors weight B(SE)	Forecasting coefficient (R ²)	Factors score coefficient (FS)	Indicators discrepancy (e)
<i>First</i>				
TEAM 1	0.39**	0.50	0.29	0.15
TEAM 2	0.41**(0.02)	0.61	0.42	0.10
TEAM 3	0.36** (0.03)	0.50	0.20	0.13
TEAM 4	0.37** (0.03)	0.53	0.35	0.12
VISS 1	0.41**	0.55	0.32	0.14
VISS 2	0.39**(0.02)	0.66	0.45	0.08
VISS 3	0.46**(0.03)	0.60	0.37	0.14
CULT 1	0.34**	0.49	0.22	0.12
CULT 2	0.40**(0.02)	0.54	0.30	0.14
CULT 3	0.46**(0.03)	0.65	0.46	0.11
CULT 4	0.36**(0.02)	0.57	0.40	0.10
LEAD 1	0.35**	0.59	0.22	0.09
LEAD 2	0.37**(0.02)	0.54	0.17	0.12
LEAD 3	0.27**(0.02)	0.51	0.28	0.07
LEAD 4	0.38**(0.02)	0.63	0.28	0.09
EXCH 1	0.40**	0.66	0.40	0.08
EXCH 2	0.41**(0.02)	0.62	0.26	0.10
EXCH 3	0.43**(0.02)	0.63	0.34	0.11

Chi- Square = 87.80,df = 89, P- value = 0.52, GFI = 0.98, AGFI = 0.96, RMSEA = 0.00

4.2 Structure model of human resource in 21st century era being professional learning community to sustainable local government organization.

The structure model of human resource in 21st century era being professional learning community to sustainable local government organization had a goodness-of-fit with empirical data as confirmed by Chi-square value of 87.70 with statistical significance, $df = 89$, $P\text{-value} = 0.52$, $X^2/df = 0.99$, $GFI = 0.98$, $AGFI = 0.96$, $RMSEA = 0.00$, $CN = 708.20$. When considering the factors weights in descending order, it was found that leadership of 0.99, exchange of knowledge between members of 0.96, joint vision of 0.95, corporate culture of 0.94, and teamwork of 0.91, respectively. Are shown in table 1, and figure 3.

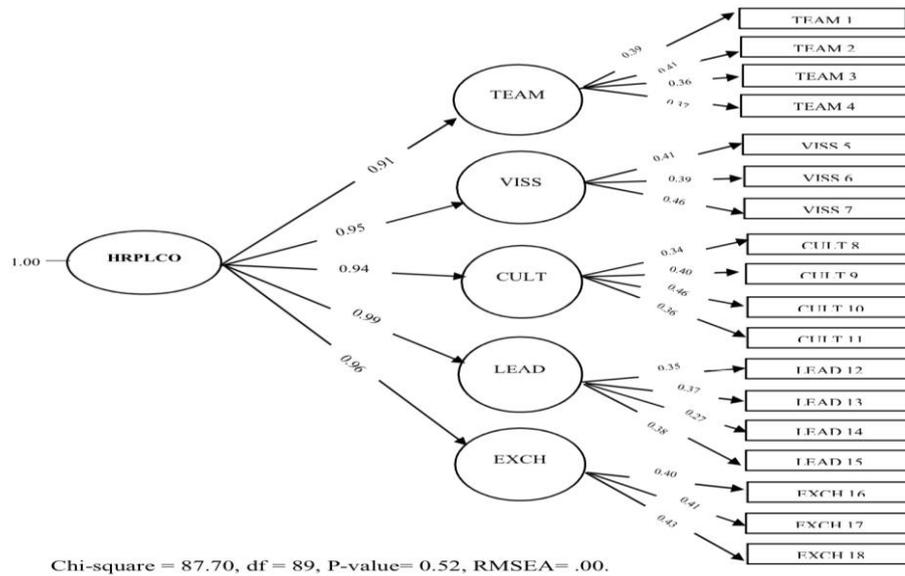


Figure 3:- Structure model of human resource in 21st century era being professional learning community had a goodness-of-fit with empirical data.

4.3 An excellent management practices of sustainable local government organization leaders’ under the dynamics of the 21st century era.

Excellent management practices of sustainable local government organization leaders’ under the dynamics of the 21st century era including 1) achievement to the operations can be performed easily, quickly, flexibly and in order as specified and achieve the goals, 2) risk management to analyzing problems and taking corrective actions to development and learning, 3) respect for others to build relatives and brothers that is equal to the same family, 4) personals centric in a building morale, motivation and achievement, 5) initiative for creative of innovation development and use of technology, 6) eager to learning in a giving an importance to participation from the exchange of knowledge in building knowledge, that can be used and practiced, 7) commitment for success to the goals according to objectives, vision and mission, 8) team spirit from virtue and public mind, 9) adaptability from the pace of change in the 21st century, both work development and personal development to be able to cope effectively.

“ Human resource” were valuable workers in the organization. Human resource in 21st century era being professional learning community to comprised 5 main factors, 18 sub- factors of *joint vision as* showing the behavior of planning and setting the operating guidelines in the same direction, contribution to the improvement and development of the organization's success goals, having the same values and beliefs in performance, encouraging personnel in the organization to intend to perform their duties to the best of their ability, by enhancing morale, encouragement to each others, leadership as performing good leadership to behavior requires of broad vision, having a talent for working, good human relations and attention to performance, can use knowledge and understanding to solve various problems, sacrificing time to get buried in operational problems, giving good advice and supporting to personnel, teamwork for a performing collaborative behavior, analyzing work plans by participating in group opinions, learning guidelines and operations, providing assistance,

interdependence, respect for one's role and that of others, acceptance of talents and differences of each others for let the performance of the works to succeed and achieve goals, exchange of knowledge between members as showing group behavior in exchange of knowledge, use of technology and equipment as a medium for exchange and learn quickly, providing a good environment to promote knowledge exchange, and create a friendly atmosphere that is conducive to exchange and learning together, and corporate culture to showing behavior of personnel in the organization a regarding in upholding and following corporate customs or traditions, encourage personnel to be a sustainable role model in the organization and to build commitment, including employee engagement in the organization. The structure model of human resource in 21st century era being professional learning community had a goodness-of-fit with empirical data as confirmed by Chi-square value of 87.70 with statistical significance, $df = 89$, $P\text{-value} = 0.52$, $X^2/df = 0.99$, $GFI = 0.98$, $AGFI = 0.96$, $RMSEA = 0.00$, $CN = 708.20$. An excellent management practices of sustainable local government organization leaders' including achievement, risk management, respect, personals centric, initiative for creative, eager to learning, commitment for success, and adaptability. Because, human resource management in 21st century of an organization must have principles for creating fairness, the use of knowledge systems and competence as the basis for the work. Simerson, Byron Keith (14) to presented a working Condition suitable for the job position to both the internal and external environment, having appropriate equipment, tools and appliances ready to work, including having a safe and appropriate area or area to perform duties. Appreciating and giving importance to personnel in every position is like a machine. (15) There must be equipment, both small and large to contained inside that machine, [13] if a particular piece of equipment wears out or disappears, the machine will not work at its best, or may not be able to continue working. Wattana Wongkietrat and Others (16) a giving importance to personnel at all levels in the organization it is important in management, because of the importance of personnel will make the personnel proud of their work and intend to perform their duties to the best of their abilities. Excellent management practices of sustainable local government organization leaders' under the dynamics of the 21st century era of achievement to the operations can be performed easily, quickly, flexibly and in order as specified and achieve the goals. Providing opportunities for personnel to be involved in various activities of the organization at present, the law allows personnel to be able to take part in the management so that the management of the organization can be carried out smoothly. Jedaman, P. (1) to both management and personnel need to have a good understanding and relationship. Respect for others to build relatives and brothers that is equal to the same family, personals centric in a building morale, motivation and achievement, and initiative for creative of innovation development and use of technology, including an eager to learning in a giving an importance to participation from the exchange of knowledge in building knowledge, that can be used and practiced. The commitment for success to the goals according to objectives, vision and mission. Human resource in 21st century era being professional learning community must have knowledge, ability to develop organizational and self-development, human resource development to keep up with the ever-changing changes. Also, a utilizing the competence of the individual personnel appropriate to the job nature produces the identity and the highest potential. It is important to build relationships, because in order to make the organization have better potential, able to meet the needs of personnel in the organization properly. And when people get a good response, it motivates success, leading to strong quality, efficiency and workload.

Implementation: The 21st century human resource management in the organization, there must be a trait called "HR Professional" which should be characterized as Professional and technical knowledge, ability to manage change, integration competence., development competence. Therefore, it must have the ability to manage changes that may occur over time to both proactive and passive in order to achieve the goal of the operation.

5. SUMMARIES

Human resource in 21st century era being professional learning community to comprised 5 main factors, 18 sub- factors of *joint vision* as showing the behavior of planning and setting the operating guidelines in the same direction, contribution to the improvement and development of the organization's success goals, having the same values and beliefs in performance, encouraging personnel in the organization to intend to perform their duties to the best of their ability, by enhancing

morale, encouragement to each others, leadership as performing good leadership to behavior requires of broad vision, having a talent for working, good human relations and attention to performance, can use knowledge and understanding to solve various problems, sacrificing time to get buried in operational problems, giving good advice and supporting to personnel, teamwork for a performing collaborative behavior, analyzing work plans by participating in group opinions, learning guidelines and operations, providing assistance, interdependence, respect for one's role and that of others, acceptance of talents and differences of each others for let the performance of the works to succeed and achieve goals, exchange of knowledge between members as showing group behavior in exchange of knowledge, use of technology and equipment as a medium for exchange and learn quickly, providing a good environment to promote knowledge exchange, and create a friendly atmosphere that is conducive to exchange and learning together, and corporate culture to showing behavior of personnel in the organization a regarding in upholding and following corporate customs or traditions, encourage personnel to be a sustainable role model in the organization and to build commitment, including employee engagement in the organization. Excellent management practices of sustainable local government organization leaders' under the dynamics of the 21st century era including achievement to the operations can be performed easily, quickly, flexibly and in order as specified and achieve the goals, risk management to analyzing problems and taking corrective actions to development and learning, respect for others to build relatives and brothers that is equal to the same family, 4) personals centric in a building morale, motivation and achievement, initiative for creative of innovation development and use of technology, eager to learning in a giving an importance to participation from the exchange of knowledge in building knowledge, that can be used and practiced, commitment for success to the goals according to objectives, vision and mission, team spirit from virtue and public mind, adaptability from the pace of change in the 21st century, both work development and personal development to be able to cope effectively.

6. ACKNOWLEDGEMENT

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