

Structure & Competencyaa

This is an excellent and crucial focus area. In the context of HRM/HRD in Thailand, structuring an organization and defining competencies are two sides of the same coin. They ensure the organization is built for efficiency and has the right people with the right skills to execute its strategy.

Here is a detailed breakdown of Structure & Competency for a Thai business environment.

Part 1: Organizational Structure (????????????????)

This is the formal framework of an organization, including how roles, responsibilities, and power are coordinated and controlled.

1.1 Common Structural Models in Thailand

While global models are used, their implementation is often adapted to Thai culture.

- Functional Structure (????????????????????):
 - What it is: Grouping by specialized functions (e.g., Marketing, Finance, Production, HR).
 - Prevalence in Thailand: Very common, especially in Thai SMEs and family-owned businesses.
 - Cultural Note: Reinforces clear hierarchy and chain of command, which aligns well with traditional Thai organizational culture.
- Divisional Structure (????????????????????):
 - What it is: Grouping based on products, projects, or geographical markets.
 - Prevalence in Thailand: Used by larger Thai corporations and MNCs operating in Thailand (e.g., a company with separate divisions for Bangkok, North, and South).
- Matrix Structure (????????????????????):
 - What it is: Employees report to both a functional manager and a project/product manager.
 - Prevalence in Thailand: Less common and can be challenging due to the potential for conflicting commands from two “bosses,” which goes against the clear hierarchy many Thai employees are comfortable with.
- Hybrid Structure (????????????????): Most large modern Thai organizations use a hybrid, often a functional structure with project teams overlaid on top.

1.2 Key Considerations for Structure in Thailand

- Respect for Hierarchy (????????): The organizational chart (????????) is not just a diagram; it's a social map. It clearly defines reporting lines, authority, and status. This helps maintain harmony and order (????????).
- Centralized Decision-Making (????????): Structures are often more centralized, with key decisions made at the top. This is slowly changing with globalization.
- The “Bun Khun” Dynamic (????): The structure often reflects relationships of gratitude and obligation. Loyalty to a direct manager or the company founder can be a stronger motivator than the formal structure itself.

