Guidelines for Public Service Development through One-Stop Services toward Digital Local Government

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Abstract

This study aimed to: (1) examine the level of public service development through the One-Stop Service (OSS) system of Local Administrative Organizations (LAOs) in Mueang District, Maha Sarakham Province; (2) compare citizens' perceptions of OSS development across personal characteristics; (3) analyze the relationships between digital organizational factors and the effectiveness of the OSS system; and (4) propose guidelines for developing a comprehensive OSS system to reduce the complexity of citizens' government contact and support the transition toward a digital organization. A mixed-methods approach was employed. The quantitative component involved a sample of 400 citizens aged 18 years and over who had accessed services from LAOs in the study area, selected through stratified random sampling. Qualitative data were obtained from in-depth interviews with 10 key informants, including executives, information technology officers, and citizen representatives. Quantitative data were analyzed using descriptive statistics, t-tests, one-way ANOVA, and multiple regression analysis, while qualitative

data were examined through content analysis.The findings indicated that overall public service development through the OSS system was at a high level, particularly in terms of service accessibility and delivery speed. Differences in perceptions were found only across occupational groups at the 0.05 significance level. Multiple regression results showed that digital organizational factors namely digital culture, digital mindset, digital knowledge and skills, and digital processes were significant predictors of OSS effectiveness at the 0.01 level, with digital culture exerting the strongest influence. Based on these findings, the proposed development guidelines emphasize strengthening digital infrastructure, enhancing inter-agency data integration, expanding online service channels, developing personnel digital competencies, and promoting citizen participation to support effective and sustainable digital transformation at the local level.

Keywords: Public Service Development, One-Stop Service, Digital Organization, Digital Government, Local Administrative Organizations

Introduction

In the digital era, information and communication technologies have become central to public administration, reshaping how governments deliver services and interact with citizens (Gqamane & Taylor, 2013). Traditional bureaucratic systems, characterized by procedural rigidity, redundancy, and fragmentation, increasingly hinder efficient service delivery and responsiveness (Worapongpat, 2025h). In response to these challenges, the New Public Management (NPM) approach emphasizes organizational transformation toward flexibility, results orientation, transparency, and citizen-centered services (Khaenamkhaew et al., 2023). One practical mechanism aligned with these

principles is the One-Stop Service (OSS) model, which integrates multiple public services into a single access point, thereby reducing administrative complexity and improving service convenience for citizens (Kholis et al., 2021).

The OSS approach has been widely adopted to enhance service efficiency, reduce transaction costs, and shorten service delivery time by minimizing the need for citizens to contact multiple agencies. Empirical studies indicate that integrated service systems contribute to improved accessibility and citizen satisfaction, particularly when supported by appropriate organizational structures and service processes (Worapongpat, 2025g). However, the effectiveness of OSS implementation depends not only on structural integration but also on the broader organizational readiness to operate in a digital environment (Krang et al., 2024).

In Thailand, Local Administrative Organizations (LAOs) play a crucial role in providing essential public services at the community level (Worapongpat, 2025f). Despite policy support for digital government development, many LAOs continue to face persistent challenges, including limited digital competencies among personnel, outdated technological infrastructure, and institutional constraints related to regulations and organizational culture (Kurti & Kina, 2024). These limitations hinder the full realization of integrated and technology-enabled service delivery, particularly in smaller local jurisdictions (Maskikit et al., 2024).

The concept of digital government highlights the strategic use of information technology to integrate government data, redesign service processes, and deliver services through online platforms such as e-services, mobile applications, and automated communication systems (Worapongpat, 2025e). International experiences from countries such as Estonia, Singapore, and

Japan demonstrate that digitally integrated service systems can significantly enhance administrative efficiency, transparency, and accountability (Merlitriaswati et al., 2025). In Thailand, the development of integrated public service systems has been designated as a national priority under the Digital Government Policy and the 20-Year National Strategy for Digital Economic and Social Development, with an emphasis on strengthening service delivery at both central and local levels (Worapongpat, 2025d).

At the local level, citizens frequently encounter administrative burdens when accessing basic services, including tax payments, construction permits, civil registration, and utility approvals, which often require interactions with multiple departments (Montgomery, 1969). In Mueang District, Maha Sarakham Province, these challenges are particularly evident due to procedural duplication, limited inter-organizational data linkage, andinsufficient user-friendly digital service channels, resulting in increased time and cost for service users (Worapongpat, 2025c). Such conditions underscore the need for a more integrated and digitally supported OSS system (Muksin & Avianto, 2021).

Given these issues, this study investigates the development of the One-Stop Service system within Local Administrative Organizations in Mueang District, Maha Sarakham Province. The research aims to examine the current level of OSS-based public service development, analyze the influence of digital organizational factors on service effectiveness, and propose practical guidelines for enhancing service integration and reducing administrative complexity. The findings are expected to contribute both empirical evidence and policy-relevant insights to support the transition of local administrative organizations toward effective and sustainable digital government.

Research Objectives

1. To examine the level of public service development through the One-Stop Service (OSS) system of Local Administrative Organizations (LAOs) in Mueang District, Maha Sarakham Province.

2. To compare citizens' perceptions of public service development through the One-Stop Service (OSS) system of Local Administrative Organizations (LAOs) in Mueang District, Maha Sarakham Province, classified by personal characteristics.

3. To analyze the relationships between digital organizational factors and public service development through the One-Stop Service (OSS) system of Local Administrative Organizations (LAOs) in Mueang District, Maha Sarakham Province.

4. To propose policy and practical guidelines for enhancing public service development through the One-Stop Service (OSS) system in order to reduce the complexity of citizens' government contact and support the transition of Local Administrative Organizations (LAOs) in Mueang District, Maha Sarakham Province, toward becoming digital organizations.

Research Scope

1. Public Service Development and One-Stop Service Systems

Public service development is a central mechanism for enhancing administrative efficiency and improving citizen satisfaction in public organizations (Worapongpat, 2025b). One widely adopted approach is the One-Stop Service (OSS) model, which integrates multiple administrative procedures into a single access point to reduce redundancy, procedural complexity, and service delivery time (Nua-amnat et al., 2021). By minimizing the need for

citizens to interact with multiple agencies, OSS systems aim to improve accessibility, transparency, and overall service quality (Worapongpat, 2025a).

Service quality theory further contributes to understanding OSS effectiveness (Osborne & Gaebler, 1992). emphasize that effective service delivery is determined by key dimensions, including tangibility, reliability, responsiveness, assurance, and empathy. In public organizations, these dimensions are increasingly supported by digital technologies, particularly in integrated service environments. Empirical evidence indicates that OSS implementation can enhance transparency, shorten response times, and strengthen citizen trust when supported by appropriate organizational capacity (Phimkoh et al., 2015). However, several studies also report that OSS initiatives often remain fragmented due to limited interdepartmental data integration and insufficient digital competencies among public officials.

2. Digital Transformation and Digital Government in Local Administration

Digital transformation in the public sector refers to the strategic integration of digital technologies into governance structures and service processes, fundamentally altering how public organizations operate and deliver value to citizens. This transformation extends beyond technology adoption to include organizational culture, skills, and process redesign. According to the United Nations, Department of Economic and Social Affairs (2022), Thailand has demonstrated progress in national-level digital government development; however, implementation at the local level remains uneven and constrained by institutional capacity.

Prior research highlights the importance of organizational readiness in digital service delivery (Riggs, 1964). found that digital mindset andorganizational

culture among local government officials significantly influence the effectiveness of e-service platforms. Similarly, studies by (Rostow, 1960). indicate that municipalities adopting digital datamanagement systems such as cloud-based document platforms and electronic payment systems tend to achieve higher levels of citizen satisfaction (Thirawan, 2025). These findings suggest that digital government success depends not only on technological infrastructure but also on human and organizational factors within local administrative organizations (Silva & Nunes, 2022).

3. Digital Organization Factors and Service Innovation

Digital organization theory emphasizes the interaction of four key dimensions:digital culture, digital mindset, digital knowledge and skills, and digital processes (Singhalert, 2017). Collectively, these dimensions enhance organizational adaptability, service innovation, and performance in public sector contexts (Sinjindawong et al., 2023). Empirical studies demonstrate that digital culture and employee digital competencies are significant predictors of service innovation and organizational effectiveness in public organizations. Institutions with higher levels of digital readiness are more likely to deliver efficient, transparent, and citizen-oriented services (Sirisawat & Chaiya, 2025).

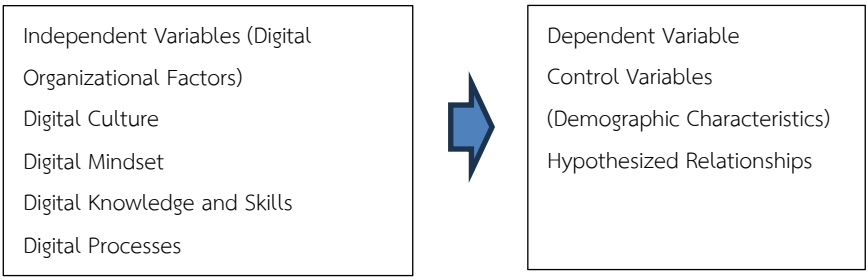
Despite growing international evidence, research focusing on the combined influence of these digital organizational factors on OSS development within Thailand's local administrative context remains limited, particularly among small- and medium-sized local administrativeorganizations (Suryadi et al., 2022). Existing literature confirms that digital transformation and OSS implementation contribute to improved service efficiency; however, empirical studies often lack an integrated analytical framework linking digital organization

al factors to public service development outcomes at the local level (Syah, 2024).

To address this gap, the present study examines the relationships between digital organizational factors and public service development through the OSS system within Local Administrative Organizations in Mueang District, Maha Sarakham Province. Weidner (1970) By providing localized empirical evidence, this study contributes to the academic literature on digital government and offers a practical framework for guiding digital public service transformation in Thailand's decentralized administrativeenvironment (Wikansari et al., 2023).

4. Research Conceptual Framework

This study is grounded in the assumption that the development of public services through the One-Stop Service (OSS) system of Local Administrative Organizations is influenced by internal digital organizational factors that support the transition toward digital government. Drawing on theories of digital organization, service quality, and public sector digital transformation, the framework proposes that organizational readiness in digital dimensions plays a central role in enhancing OSS effectiveness.



* (Conceptual framework and Literature review)

Research Methodology

1. Research Design

This study employed a mixed-methods research design, integrating quantitative and qualitative approaches to obtain a comprehensive understanding of public service development through the One-Stop Service (OSS) system of Local Administrative Organizations (LAOs). The quantitative component was used to examine the level of OSS-based public service development and to analyze the relationships between digital organizational factors and service effectiveness. The qualitative component was conducted to gain in-depth insights into operational challenges and to formulate practical development guidelines aligned with the digital organization concept.

2. Population and Sample

2.1 Population

The population for the quantitative study consisted of citizens aged 18 years and over who resided in areas served by Local Administrative Organizations in Mueang District, Maha Sarakham Province. These areas included Maha Sarakham City Municipality, Koeng Sub-district Municipality, and surrounding Sub-district Administrative Organizations (SAOs).

2.2 Sample Size Determination

The sample size was determined using Yamane (1973) formula with a 95% confidence level and a 5% margin of error, based on an estimated population of 25,852 citizens. The calculation yielded a sample size of 400 respondents, which was considered sufficient for statistical analysis.

2.3 Sampling Procedures

A multistage sampling approach was applied. In the first stage,

three Local Administrative Organizations in Mueang District Maha Sarakham City Municipality, Koeng Sub-district Municipality, and Lat Khwang Sub-district Administrative Organization were selected as study sites. In the second stage, convenience (accidental) sampling was used to collect quantitative data from citizens who accessed services at the selected LAO offices during the data collection period.

For the qualitative component, purposive sampling was employed to select 10 key informants who possessed relevant experience with OSS operations. These included five LAO executives or department heads and five citizen representatives who regularly used the OSS system.

3. Research Instruments

3.1 Questionnaire

The questionnaire consisted of three sections:

Part 1: Demographic characteristics of respondents, including gender, age, education level, occupation, monthly income, and frequency of contact with government offices.

Part 2: Digital organizational factors, comprising four dimensions digital culture, digital mindset, digital knowledge and skills, and digital processes measured using 16 items on a five-point Likert scale.

Part 3: Public service development through the OSS system, measured across six dimensions: digital infrastructure, service provision and procedural reduction, data integration and inter-agency linkage, internal management, personnel and digital capability development, and user satisfaction.

Content validity was assessed by three experts, yielding Index of Item-Objective Congruence (IOC) values ranging from 0.80 to 1.00. Reliability

testing was conducted with a pilot group of 30 respondents, resulting in a Cronbach's alpha coefficient of 0.93, indicating high internal consistency.

3.2 Semi-Structured Interviews

Semi-structured interviews were conducted to collect qualitative data from the key informants. The interview questions focused on OSS operational structures, service delivery challenges, and recommendations for developing public services in alignment with digital organization principles. An open-ended format was adopted to encourage detailed responses and to capture context-specific insights.

4. Data Collection Procedures

Quantitative data were collected through on-site distribution of questionnaires to 400 respondents across the selected LAO offices. All completed questionnaires were reviewed for completeness prior to analysis. Qualitative data were obtained through in-depth interviews with the 10 key informants. The interviews were recorded, transcribed verbatim, and systematically reviewed for analysis.

5. Data Analysis

5.1 Quantitative Data Analysis

Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to describe respondents' characteristics and overall perceptions of digital organizational factors and OSS-based public service development.

One-way analysis of variance (ANOVA) was applied to examine differences in perceptions across demographic groups. Multiple linear regression analysis was employed to analyze the associations between digital organizational

factors and public service development through the OSS system. All hypotheses were tested at a significance level of 0.05.

5.2 Qualitative Data Analysis

Qualitative data were analyzed using content analysis. The data were coded, categorized, and interpreted to identify recurring themes and patterns. The findings were then synthesized to formulate practical guidelines for developing OSS-based public services toward digital organizational transformation.

6. Data Validation

Data credibility was enhanced through methodological triangulation by comparing findings from questionnaires, interviews, and relevant documents. In addition, experts in public administration and information technology reviewed the research instruments and findings to ensure accuracy and completeness.

7. Expected Outcomes

The study aims to generate policy and practical guidelines for improving OSS-based public service delivery within Local Administrative Organizations in Mueang District, Maha Sarakham Province. It also seeks to provide an empirically grounded framework for integrated digital public service management, contributing to improved service efficiency, reduced administrative complexity, and sustainable digital organizational development at the local level.

Research Results

1. Level of Public Service Development

Table 1

Presents the level of public service development through the One-Stop Service (OSS) system of Local Administrative Organizations in Mueang District, Maha Sarakham Province

Public Service Dimension	$\bar{x}$	S.D.	Level
Infrastructure	3.91	0.78	High
Quality of Life Promotion	3.95	0.71	High
Community and Social Organization	3.91	0.72	High
Investment Planning and Promotion	3.97	0.71	High
Resource Management and Conservation	3.90	0.74	High
Arts, Culture, and Local Wisdom	3.93	0.74	High
Overall	3.93	0.65	High

The results indicate that the overall level of public service development through the OSS system was high ($\bar{x}$ = 3.93). Among the dimensions, investment planning and promotion recorded the highest mean score ($\bar{x}$ = 3.97), followed by quality of life promotion ($\bar{x}$ = 3.95). All dimensions were rated at a high level.

2. Differences in Public Service Development by Personal Characteristics

Table 2

Presents the results of one-way ANOVA comparing citizens' perceptions of public service development across demographic characteristics

Variable	Statistic	Sig.	Result
Gender	ANOVA	0.789	No significant difference
Age	ANOVA	0.326	No significant difference

Variable	Statistic	Sig.	Result
Marital Status	ANOVA	0.822	No significant difference
Education	ANOVA	0.140	No significant difference
Occupation	ANOVA	0.028*	Significant difference
Income	ANOVA	0.188	No significant difference

The findings show that occupation was the only demographic variable with a statistically significant difference in perceptions of public service development at the 0.05 level (p = 0.028). No statistically significant differences were found for gender, age, marital status, education level, or income.

3. Digital Organizational Factors and Public Service Development

Table 3

Presents the results of multiple linear regression analysis examining the relationships between digital organizational factors and public service development through the OSS system

Independent Variable	B	S.E.	β	t	Sig.
Digital Mindset	0.196	0.039	0.215	5.058	0.000***
Digital Processes	0.121	0.046	0.136	2.664	0.008**
Digital Knowledge and Skills	0.171	0.042	0.197	4.041	0.000***
Digital Culture	0.342	0.042	0.397	8.217	0.000***
Constant	0.691	0.100	–	6.892	0.000***

Model summary: R = 0.861, R^2 = 0.742, Adjusted R^2 = 0.739, F = 276.314, Durbin–Watson = 1.887

The regression results indicate that all four digital organizational factors were statistically significant predictors of public service development

through the OSS system at the 0.01 level. The model explained 74.2% of the variance in public service development (R^2 = 0.742). Among the predictors, digital culture exhibited the strongest standardized effect (β = 0.397), followed by digital mindset (β = 0.215), digital knowledge and skills (β = 0.197), and digital processes (β = 0.136).

4. Guidelines for Developing Public Services toward the One-Stop Service System

Based on the quantitative and qualitative findings, the following guidelines were proposed for developing public services through the OSS system:

4.1 Infrastructure: Enhancement of digital infrastructure through modern information systems, public Wi-Fi, artificial intelligence applications, and cloud computing services.

4.2 Quality of Life Promotion: Development of digital platforms, community dashboards, and integrated service centers to improve accessibility and service responsiveness.

4.3 Community and Social Organization: Implementation of AI-supported CCTV systems, incident-reporting applications, and live mapping tools to strengthen community safety and coordination.

4.4 Investment Planning and Promotion: Utilization of geographic information systems (GIS), smart city platforms, virtual tours, augmented reality (AR), and QR code technologies.

4.5 Resource Management and Conservation: Application of IoT and AI technologies for pollution monitoring, smart waste management systems, and open data initiatives.

4.6 Arts, Culture, and Local Wisdom: Development of digital cultural archives, virtual cultural tours, social media dissemination, and open access to cultural data.

Discussion of Results

1. Level of Public Service Development through the One-Stop Service System.The findings indicate that public service development through the One-Stop Service (OSS) system of Local Administrative Organizations in Mueang District, Maha Sarakham Province, is at a high level across all dimensions. The highest-rated dimension investment planning and promotion suggests that local administrative organizations have prioritized the use of digital technologies to support economic and development-related services. Tools such as geographic information systems, virtual platforms, and digital communication channels appear to be more readily applied in areas where outcomes are visible and directly linked to local economic growth.Similarly, the high ratings for quality of life promotion and local arts and culture reflect an increasing reliance on digital platforms to improve access to welfare services and to disseminate local cultural knowledge. These findings are consistent with prior studies indicating that digital public services are often first adopted in areas that directly affect citizens' daily lives and community identity (Alimova, 2023). However, although infrastructure and natural resource management were also rated highly, their relatively lower mean scores suggest that further investment in advanced technologies such as cloud computing, Internet of Things (IoT), and artificial intelligence remains necessary to support long-term sustainability. Overall, the results align with

digital government and smart city frameworks, which emphasize integrated service delivery and data-driven decision-making.

2. Differences in Perceptions by Personal Characteristics.The analysis revealed no statistically significant differences in perceptions of public service development across gender, age, education level, income, or marital status. This finding suggests a broadly shared assessment of OSS-based services among diverse demographic groups, indicating that the system provides a relatively uniform service experience. Such consistency reflects the inclusive potential of digital public services when access barriers are minimized. In contrast, occupation was found to significantly influence citizens' perceptions of OSS development. This result implies that service expectations vary according to occupational roles and service usage patterns. For instance, individuals engaged in business activities may place greater emphasis on services related to licensing, investment facilitation, and administrative efficiency, whereas employees or agricultural workers may prioritize welfare-related and quality-of-life services (Butsara Phon Phuangpanya, 2024). This finding underscores the importance of tailoring OSS service design to accommodate the distinct needs of occupational groups, thereby enhancing service equity and responsiveness.

3. Digital Organizational Factors and Public Service Development. The regression analysis demonstrates that all four digital organizational factors digital culture, digital mindset, digital knowledge and skills, and digital processes are significantly associated with public service development through the OSS system. Among these factors, digital culture emerged as the strongest predictor, highlighting the central role of shared values, norms, and attitudes in shaping effective digital service delivery. A supportive digital

culture facilitates technology acceptance, cross-departmental collaboration, and openness to organizational change, which are essential for integrated service systems.Digital mindset and digital knowledge and skills also showed strong associations with OSS effectiveness, indicating that personnel readiness and competency are critical for translating digital tools into meaningful service outcomes. Digital processes, although exhibiting a comparatively smaller effect, remain essential for ensuring workflow integration and operational efficiency (Chantarasombat, 2021). These findings reinforce the view that digital transformation in the public sector extends beyond technological infrastructure and requires a comprehensive transformation of organizational culture, human capacity, and work processes. This interpretation is consistent with previous research emphasizing organizational readiness as a key determinant of digital government success.

4. Policy and Practical Implications.Based on the findings, the development of OSS-based public services should adopt a holistic approach that integrates technological investment with organizational and human resource development. Strengthening digital infrastructure, expanding online service platforms, and enhancing inter-agency data integration are necessary foundations. Equally important is the cultivation of digital culture and continuous capacity building for personnel to ensure effective system utilization. Furthermore, service processes should be designed with (Chompotjananan & Vichit-Vadakan, 2022). sensitivity to occupational differences, enabling local administrative organizations to deliver more targeted and responsive services.

The study demonstrates that OSS-based public service development in Mueang District, Maha Sarakham Province, has reached a high level, with generally consistent perceptions among citizens. Occupational differences, however, indicate the need for differentiated service design. Digital organizational factors particularly digital culture play a pivotal role in enhancing OSS effectiveness. Together, these findings provide empirical support for policies that emphasize organizational readiness, human capacity, and integrated digital processes as key drivers of sustainable digital government at the local level.

From the study of the development of public services in the One-Stop Service system of local administrative organizations in Mueang District, Maha Sarakham Province, new knowledge can be summarized as follows:

Figure 1

Conceptual model of one-stop service development and digital organization factors. Created by the author, 2025.

Figure 1 shows the causal relationships between digital organization factors and the development of public services in the One-Stop Service

system. Digital culture has the strongest impact on service development, followed by digital mindset, digital knowledge and skills, and digital processes. The model highlights how integrating digital factors enhances service efficiency and citizen satisfaction.

The level of public service development in all aspects is high, especially in planning and promoting investment, commerce, and tourism, followed by quality of life services and local culture, traditions, and wisdom. This indicates that local administrative organizations focus on integrating services for citizens with community and economic development.

Among personal characteristics, occupation is the only factor that significantly affects citizens' opinions on public service development, while gender, age, marital status, education, and monthly income do not significantly influence their perception.

Digital organization factors including digital culture, digital mindset, digital knowledge and skills, and digital processes have a significant causal relationship with the development of public services. Digital culture has the strongest influence, followed by digital mindset, digital knowledge and skills, and digital processes.

Recommendations

1. Policy Recommendations

Local Administrative Organizations should establish clear policies to guide the development of OSS systems in alignment with national digital government strategies and international standards. Such policies should emphasize inter-agency data integration, service interoperability, and the long-term sustainability of digital service systems. In addition, organizational

policies should prioritize the cultivation of a digital culture that encourages innovation, collaboration, and continuous learning among personnel.

2. Practical Recommendations

Local Administrative Organizations should invest in essential digital infrastructure, including high-speed internet networks, cloud computing systems, artificial intelligence applications, and Internet of Things (IoT) technologies, to support OSS operations. Digital platforms should be further developed to enable citizens to conveniently access public services related to welfare, rights, and administrative procedures in a transparent and timely manner.

Service processes should be adapted to address the specific needs of different occupational groups to ensure that OSS delivery is responsive and equitable. Furthermore, the application of digital tools such as geographic information systems (GIS), virtual tours, augmented reality (AR), and QR code technologies can enhance investment promotion, tourism development, and community management. The promotion of open data and digital content related to natural resource management and local cultural heritage can also support sustainability and citizen participation.

3. Recommendations for Future Research

Future studies should examine OSS-based public service development in other local administrative contexts to enable comparative analysis and the formulation of more generalizable guidelines. Longitudinal research is also recommended to assess the long-term effects of digital organizational development on service efficiency, organizational performance, and citizen satisfaction.

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