
Factors Related to Good Governance Management of a Local Administrative Organization in Thailand

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Introduction

Governance is the process of decision-making and the process by which decisions are implemented (or not implemented). The term *governance* can apply to corporate, international, national, local governance or to the interactions between other sectors of society.

Good governance is used to describe how public institutions conduct public affairs and manage public resources. The concept of good governance often emerges as a model to compare ineffective economies or political bodies with practicable economies and political bodies. The concept of good governance focuses on the responsibility of governments and governing bodies to meet the needs of the masses as opposed to select groups in society.

Department of Local Administration (DLA) is the new government agency established in the Ministry of Interior. Its main responsibility is to promote and support the work of the local administrative organizations (LAOs) through the development and series of advices on the local development plan, personnel administration, finance, and administration in order to strengthen the capacity and efficiency of the local administrative organizations on public service provision.

At present, there are 7,852 local administrative organizations in Thailand. These local administrative organizations are located in 76 provinces all over the country. These local administrative organizations consists of 76 provincial administrative organizations, 2,442 municipalities, 5,333 sub-district local administrative organization, and 2 special administrative organizations (Division of Law and Registration, Department of Local Administration).

Thus, it is an interesting to study how good governance management of local administrative organization is. What are factors related to good governance management of local administrative organization? What is the appropriate common factors affecting good governance management of local administrative organization? The result from this study would be benefit to find out the guideline for improvement of good governance management of local administrative organizations in Thailand.

Research Objectives

- (1) To study the good governance management of a local administrative organization in Thailand.
- (2) To study factors related to the good governance management of a local administrative organization in Thailand.
- (3) To study the appropriate common factors affecting the good governance management of a local administrative organization in Thailand
- (4) To propose the guideline for improvement of the good governance management of local administrative organizations in Thailand.

Literature review and relate research works

Structure of organization

The structure of organization is system used to define a hierarchy within an organization. The structure of organization identifies each job, its functions, and where it reports to within an organization.

The structure of organization is typically hierarchy arrangement of lines of authority, communication, rights and duties of organization. Organizational structure determines how the roles, power, and responsibilities are assigned, controlled, and coordinated. Organizational structure shows how information flows between different levels of management.

An organization may be structured in many different ways depending on the objectives. The structure of organization will determine the layout in which it operates and performs. The organizational structure will indicate explicit allocation of responsibilities for different functions and processes, to different specific section such as branch, department, division, and individual.

Organizational structure affects organizational action in two ways; (1) it provide the foundation on which standard operating procedures and routines should be. (2) it determines which individual has to participate in which operating process and to what extent their views on the shape of organization's action.

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In this study, organization structure consists of 5 components (1) function responsibility, (2) division of working, (3) chain of command, (4) span of control, and (5) unity of command.

Theory of management

The theory of management is a collection of ideas which set forth general rules on how to manage an organization. Management theory addresses how managers and supervisors relate to their organizations in the knowledge of its goals, the implementation of effective means to get the goal accomplished and how to motivate employees to perform to the highest standard.

Management is an art and a science. Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees to accomplish its objectives through the utilization of available resources, such as financial, natural, technological, and human resources.

In this study, management factor of organization consists of 4 components: (1) leadership, (2) personnel, (3) budget, and (4) material and equipment.

Team working

Teamwork is the collaborative effort of a team to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. Basic requirements for effective teamwork are an adequate team size (about 6-8 members), available resources for the team to make use of (i.e. meeting space and time, guidance from a supervisor, support from the organization, etc.), and clearly defined roles within the team in order for everyone to have a clear purpose. Teamwork is present in any context where a group of people are working together to achieve a common goal.

In this study, team working of organization consists of 5 components: (1) clear common objective, (2) understanding of team member's behavior, (3) acting of team member, (4) team regulation compliance, and (5) within team communication.

Good governance management

Governance is the process of decision-making and the process by which decisions are implemented (or not implemented). The term *governance* can apply to corporate, international, national, local governance or to the interactions between other sectors of society.

Good governance is a vague term used to describe how public institutions conduct public affairs and manage public resources. The concept of good governance often emerges as a model to compare ineffective economies or political bodies with practicable economies and political bodies. The concept focuses on the responsibility of governments and governing bodies to meet the needs of the masses as opposed to select groups in society.

In this study, good governance management consists of 6 principles: (1) rule of law, (2) morality, (3) transparency, (4) participation, (5) responsibility, and (5) worthiness.

Related research works

(1) Prapaporn Roopsoong, (2015), conducted the research on "Management based on Good Governance at the Office of the Permanent Secretary, Ministry of Finance". It was found that the overall average of opinion on management based the good governance at the Permanent Secretary was performed at the high level (mean = 3.58). For hypothesis testing, it was indicated that the overall opinion on management factor had a positive relationship with management based on good governance of the Office of Permanent Secretary at 0.01 level of significance. It was also indicated that the overall opinion on structure of organization had a positive relationship with management based on good governance of the Office of Permanent Secretary at 0.01 level of significance.

(2) Somchat Burakorn, (2016), conducted the research on "The Relationship between Team Working and Job Performance according to Good Governance Principle of Personnel in Local Administrative Organizations of Lat Bua Luang District, Phra Nakorn Si Ayuthaya Province." It was found that the overall average of opinion on team working of personnel of Lat Bua Luang District was at the high level (mean = 3.65). For hypothesis testing, it was indicated that the overall opinion on team working had a positive relationship with job performance according to good governance management of personnel at 0.01 level of significance.

Research Methodology

This study was quantitative research applying the survey research. The sample consisted of 162 personnel computed by using Taro Yamane's formula from the population of 270 personnel of a local administrative organization. The sampling was stratified random sampling procedure.

The scope of content in this study: the independent variables consisted of organizational structure, management factor of organization, and team working, and the dependent variable is good governance management of a local administrative organization.

Results of the study

Results of basic data analyses:

(1) From the analysis of selected personnel's opinion, it was found that the overall average of opinion on structure of organization was appropriate at the high level (mean = 3.68). While the overall average of opinion on management factor of organization and on team working of organization were appropriated at the moderate level (mean = 3.57 and 3.65, respectively).

(2) For analysis of selected personnel's opinion on good governance management of organization data, it was found that, the overall average of opinion on good governance management of organization was appropriated at the moderate level (mean = 3.59).

For testing of research hypotheses, the results were as following;

(1) For Hypothesis 1. There is relationship between structure of organization and good governance management of a local administrative organization, it was found that the Pearson's correlation coefficient was 0.625 (p-value = 0.000). This indicated that there is a positive relationship between structure of organization and good governance management of a local administrative organization at 0.01 level of significance.

(2) For Hypothesis 2. There is relationship between management factor of organization and good governance management of a local administrative organization, it was found that the Pearson's correlation coefficient was 0.715 (p-value = 0.000). This indicated that there is a positive relationship between management factor of organization and good governance management of a local administrative organization at 0.01 level of significance.

(3) For Hypothesis 3. There is relationship between team working of organization and good governance management of a local administrative organization, it was found that the Pearson's correlation coefficient was 0.759 (p-value = 0.000). This indicated that there is a positive relationship between team working of organization and good governance management of a local administrative organization at 0.01 level of significance.

(4) For Hypothesis 4. There is common effect of relationship between structure of organization (X_1), management factor of organization (X_2), team working of organization (X_3) on good governance management of a local administrative organization (Y), by stepwise regression it was found that, the appropriate regression equation was

$$Y = 2.328 + (0.551)X_2 + (0.723)X_3$$

$$F = 207.083, p\text{-value} = 0.000, R^2 = 0.723 (72.3\%)$$

This indicated that there is common effect of management factor of organization (X_2) and team working of organization (X_3) on good governance management of a local administrative organization (Y) at 0.01 level of significance. Both variables, management factor of organization (X_2) and team working of organization (X_3), have common explanation the variation of (Y) by 72.3%, while the rest (27.7%) is the explanation by other variables not included in the regression equation.

Discussion and Recommendation

Discussion

From the hypothesis testing of this study, it was found that organizational structure, management factor of organization, and team working had a positive relationship with the good governance management of a local administrative organization. This might be because of these three variables (organizational structure, management factor, and team working) were important factors for success in good governance management of an organization. An organization with proper organizational structure, appropriate management factor, and good team working, would have effectiveness in good governance management.

This conclusion conforms to the research work of PrapapornRoopsoong (2015) in which her study indicated that management factor and organizational structure had positive relationship with good governance management of local administrative organization. This conclusion also conforms to the research work of SuchatBurakorn (2016) in which his study found that team working had positive relationship with job performance according to good governance management of personnel.

Recommendation

From this study it was found that the appropriate common factors affecting the good governance management of a local administrative organization consisted of management factor of organization (X_2) and team working of organization (X_3). Thus, in order to improve the effectiveness of good governance management of local administrative organization, supporting management factor should be considered together with the promotion of team working of organization.

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