

# Causal Factors of Success in the Good Governance Implementation of Local Administrative Organizations in Central Region, Thailand

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## Abstract

This survey research has three objectives as followed (1) To study level of success in the good governance implementation of local administrative organizations in central region, Thailand (2) To compare success in the good governance implementation of local administrative organizations in central region, Thailand by organizational factors and (3) To find out the causal relation between organizational and supporting factors and success in the good governance implementation of local administrative organizations in central region, Thailand. The sampling of this research was 313 local administrative organizations. The questionnaire was used as research instrument. Frequency, percentage, means, standard deviation was employed as descriptive data analysis. For Inferential data analysis, one way-ANOVA and Stepwise Multiple Regression Analysis was carried out as method to compare the variance of variables and to analyze causal relationship. The research result was found that 1) Level of organizational factors influencing on success of good governance implementation of local administrative organizations in central region, Thailand was moderate at 3.31. The highest mean score was item on type of local administrative organization at 3.69. The lowest mean score was item on winning of assessment of local administrative organization with good governance contest at 2.83. 2) Comparison of Factor Influencing the Success of Good Governance Implementation of Local Administrative Organizations in Central Region, Thailand. The result was found that there was statistical significant difference at 0.01 level on opinions of the respondent on the influence of organizational factors and success of good governance implementation of local administrative organizations in central region, Thailand. 3) Correlation coefficient analysis between organizational factors and success of good governance implementation of local administrative organizations in central region, Thailand was found that in average there was significantly high relationship. Correlation coefficient analysis between administrative factors and success of good governance implementation of local administrative organizations in central region, Thailand was found that in average there was significantly high relationship. Correlation coefficient analysis between supporting factors and success of good governance

implementation of local administrative organizations in central region, Thailand was found that in average there was significantly high relationship.

**Keywords:** Success, Good Governance Principle, Local Administrative Organization

## **Introduction and Significance of Problem**

The present economic, social and political and technological change have affected on one of the key problem for Thailand. This problem is concerned with how our government and bureaucracy could not efficiently function with lack of flexibility, red-tape and being delivered services on time due to the mechanism and designing process creating for industrial and democratic society, top-down power structure, rigid rules and regulations, familiarity with stable environment. But when there are external changes-rapid, complex and high uncertain-, the bureaucracy is slow adapted to new circumstances. Furthermore, another main problem of Thai bureaucracy lies in the corruption within the bureaucracy. Without the resolution to this problem, there will be impact on the country's competitiveness and be major constraints to social and economic development in the future. Bureaucratic reform approach should be the changing of current governance to become modern organization emphasizing on good governance principles, focusing on the efficient performance of public sector, transforming the administration into quality service for people with changing to become a fair, transparent and accountable one, and highlighting on result-based management and the competition between public and private sector. (Uwanno, 1999)

The implementation of good governance in local administrative organizations has become more vital. In Constitution of the Kingdom of Thailand, 2007, there was principles of decentralization power to locality with in order to promote self-dependency and self-determination of local affairs in finance and fiscal administration, personnel administration and authority (The Secretariat of the Senate, 2008). Determining Plan and Process of Decentralization Act to Local Government Organization 1999 was promulgated as a part of development decentralization in localities by emphasizing on good government and people's participation to achieve flexible process, to adjust approaches being consistent with current situation and to create more learning from experiences. Good governance is the principle that combines modern political development with administrative status of local government to be sustainable development foundation and effective and efficient mechanism in bureaucracy. But in practice, it is found that many local government organizations do not succeed in implementing good governance and this results in responding to people's need (Office of the Civil Service Commission, 2001)

From the assessment of local administrative organizations in good governance contest, there were only 11 percentage of local administrative organization which received good results of the assessment. Many local administrative organizations are under the corruption investigation especially local administrative organizations in central region, Thailand which implemented good governance principle in their administration more than any region in Thailand. With the above statement, the researchers are interested in studying on find out the causal factors relating to success in the good governance implementation of local administrative organizations in central region, Thailand for increasing capacity of local government in more efficient, effective, transparent, participatory and accountable administration.

## **Research Objectives**

1) To study level of success in the good governance implementation of local administrative organizations in central region, Thailand

- 2) To compare success in the good governance implementation of local administrative organizations in central region, Thailand by organizational factors.
- 3) To find out the causal relation between organizational and supporting factors and success in the good governance implementation of local administrative organizations in central region, Thailand

## **Research Methodology**

### **Population and Sampling**

- 1) Population of this research is 1,707 local administrative organizations in central region of Thailand
- 2) To determine sample size, the researchers calculated by using Krejcie and Morgan's (1970) formula with confidence level at 95%. The result of sample size was 313 local administrative organizations.

### **Data Collection and Instruments**

The researchers reviewed related documents consisting of legal and non-legal documents, regulations, conceptual framework, theories, documentary information and related research in order to study, analyze and determine research issues. After that, the questionnaire is developed and measured by the following steps;

- 1) To assess for content validity, the questionnaire was measured and asked for feedback from 3 subject-matter experts on the accuracy, language, and effectiveness of each question. The researchers analyzed their assessment by using index of item-objective congruence (IOC) and chose items which were obtained value greater than 0.50.
- 2) To assess for reliability, the researchers brought validity-measured questionnaires to make pretest with 30 representatives of local administrative organizations. The pretest questionnaires were analyzed for internal consistency by Cronbach's Alpha Coefficient. The value of overall alpha coefficient of reliability was 0.91.

Then the questionnaires were carried out to collect data with the representatives of targeted local administrative organizations.

### **Data Analysis**

The responses and the questions were coded and entered in the computer using Statistical Package for Social Sciences. The data was statistically analyzed and presented. Frequency, percentage, means, standard deviation was employed as descriptive data analysis. For Inferential data analysis, one way-ANOVA and Stepwise Multiple Regression Analysis was carried out as method to compare the variance of variables and to analyze causal relationship respectively.

## **Results**

### **Analysis of Organizational Factors and the Success of Good Governance Implementation of Local Administrative Organizations in Central Region, Thailand**

As resulted in the above table, most of respondents agreed that overall mean score level of organizational factors influencing on success of good governance implementation of local administrative organizations in central region, Thailand was moderate at 3.31. The highest mean score was item on type of local administrative organization at 3.69 while second highest mean score was item on budget at 3.49. The lowest mean score was item on winning of assessment of local administrative organization with good governance contest at 2.83.

Organizational Factors	Level of Success		
	$\bar{X}$	S.D.	Level
Type of Local Administrative Organization	3.69	.581	High
Number of Personnel	3.30	.633	Moderate
Budget	3.49	.586	High
Number of People in the Area	3.22	.557	Moderate
Winning of Assessment of Local Administrative Organization with Good Governance Contest	2.83	.638	Moderate
<b>Total</b>	<b>3.31</b>	<b>.413</b>	<b>Moderate</b>

### **Analysis of Administrative Factors and the Success of Good Governance Implementation of Local Administrative Organizations in Central Region, Thailand**

As resulted in the above table, most of respondents agreed that overall mean score level of administrative factors influencing on success of good governance implementation of local administrative organizations in central region, Thailand was moderate at 3.39. The highest mean score was item on administrative strategy at 3.55 while second highest mean score item was item on organizational factor at 3.36 and the lowest mean score was item on team leadership at 3.29.

Administrative Factors	Level of Success		
	$\bar{X}$	S.D.	Level
Organizational Factor	3.36	.578	Moderate
Change Leadership	3.29	.687	Moderate
Administrative Strategy	3.55	.661	High
Team Working	3.36	.871	Moderate
<b>Total</b>	<b>3.39</b>	<b>.607</b>	<b>Moderate</b>

### **Analysis of Supporting Factors and the Success of Good Governance Implementation of Local Administrative Organizations in Central Region, Thailand**

As resulted in the above table, most of respondents agreed that overall mean score level of supporting factors influencing on success of good governance implementation of local administrative organizations in central region, Thailand was moderate at 3.41. The highest mean score was item on perception of role of local organization performance at 3.49 and the lowest mean score was item on people's participation at 3.40.

Supporting Factors	Level of Success		
	$\bar{X}$	S.D.	Level
Perception of role of local organization performance	3.49	.659	Moderate
People's Participation	3.40	.726	Moderate
<b>Total</b>	<b>3.41</b>	<b>.633</b>	<b>Moderate</b>

### **Level of the Success of Good Governance Implementation of Local Administrative Organizations in Central Region, Thailand**

As resulted in the above table, most of respondents agreed that overall mean score level of success of good governance implementation of local administrative organizations in central region, Thailand was moderate at 3.47. The highest mean score was item on contingent mission improvement at 3.51 while second highest mean score was item on responsiveness to people's need at 3.50. The lowest mean score was item on unnecessary procedures at 3.44.

<b>Success of Good Governance Implementation of Local Administrative Organizations</b>	<b>Level of Success</b>		
	$\bar{X}$	S.D.	Level
Benefit to the People	3.48	.664	moderate
Mission Accomplishment	3.45	.672	moderate
Efficiency and Value for Money	3.47	.651	moderate
Unnecessary Procedures	3.44	.632	moderate
Contingent Mission Improvement	3.51	.645	high
Responsiveness to People's Need	3.50	.631	high
Consistent Performance Evaluation	3.46	.642	moderate
<b>Total</b>	<b>3.47</b>	<b>.577</b>	<b>Moderate</b>

### **Correlation Analysis of Factors on the Success of Good Governance Implementation**

1) Correlation coefficient analysis between organizational factors and success of good governance implementation of local administrative organizations in central region, Thailand was found that in average there was significantly high relationship ( $r = .622$ ). In sub-group of organizational factors, the highest value for correlation coefficient was on mission achievement group ( $r = .584$ ). The second highest value for correlation coefficient was on efficiency and value for money group ( $r = .583$ ). The lowest value for correlation coefficient was on contingent mission improvement ( $r = .506$ ). This correlation is significant at the 0.01 level.

2) Correlation coefficient analysis between administrative factors and success of good governance implementation of local administrative organizations in central region, Thailand was found that in average there was significantly high relationship ( $r = .774$ ). In sub-group of administrative factors, the highest value for correlation coefficient was on mission achievement group ( $r = .728$ ). The second highest value for correlation coefficient was on contingent mission improvement ( $r = .705$ ). The lowest value for correlation coefficient was on unnecessary procedures ( $r = .648$ ). This correlation is significant at the 0.01 level.

3) Correlation coefficient analysis between supporting factors and success of good governance implementation of local administrative organizations in central region, Thailand was found that in average there was significantly high relationship ( $r = .860$ ). In sub-group of administrative factors, the highest value for correlation coefficient was on mission achievement group ( $r = .823$ ). The second highest value for correlation coefficient was on benefit to the people ( $r = .797$ ). The lowest value for correlation coefficient was on unnecessary procedures ( $r = .671$ ). This correlation is significant at the 0.01 level.

### **Comparison of Factor Influencing the Success of Good Governance Implementation of Local Administrative Organizations in Central Region, Thailand**

The result was found that there was statistical significant difference at 0.01 level on opinions of the respondent on the influence of organizational factors and success of good governance implementation of local administrative organizations in central region, Thailand. In sub-group of organizational factors, there was difference on opinions of the respondent.

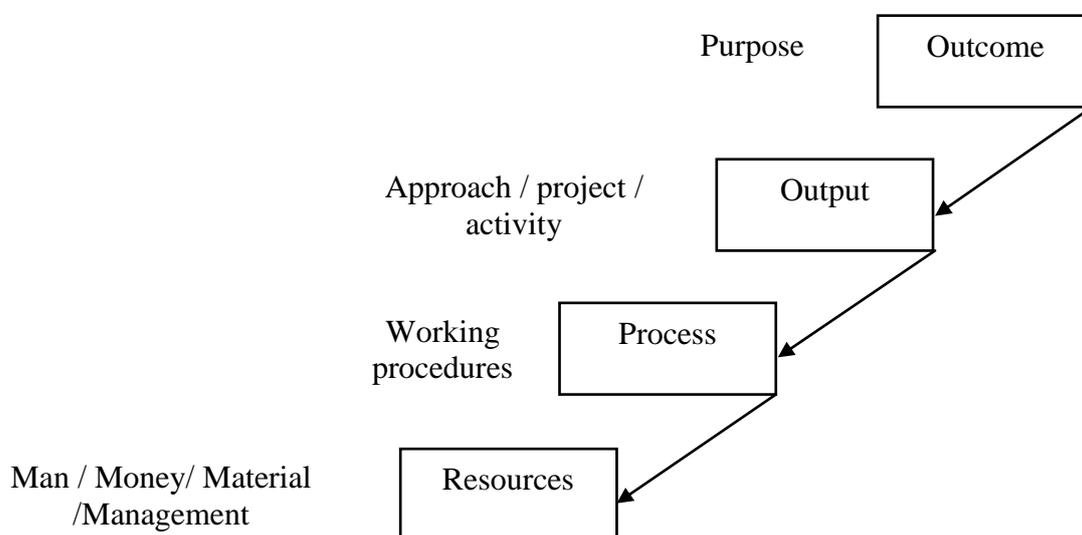
On hypothesis testing, the researchers evaluated linear regression model between 3 predictors organizational factors, administrative factors and supporting factors, and a criterion success of good governance implementation of local administrative organizations in central region, Thailand. Stepwise multiple regressions was conducted to assess the relationship between them. The result was found that linear relationship existed between organizational factors type of local administrative organization, number of personnel, budget, number of people in the area, winning of assessment of local administrative organization with good governance contest and success of good governance implementation of local administrative organizations in central region, Thailand benefit to the people, mission accomplishment, efficiency and value for money, unnecessary procedures, contingent mission improvement, responsiveness

to people's need, consistent performance evaluation. The p-value was at 0.000 which was less than 0.05. It can be concluded that null hypothesis was rejected in favor of alternative. There was sufficient evidence that organizational factors, administrative factors and supporting factors were statistical significantly related to success of good governance implementation of local administrative organizations in central region, Thailand.

### **Guideline for developing good governance implementation of local administrative organizations in central region, Thailand**

To make good governance implementation to succeed, local administrative organizations should have vision and turn it to action by formulating into policy and encouraging people to participate in the development strategy formulation and in performance evaluation as detailed:

1) By developing administrative capacities of local administrative organizations, it is found that to plan and develop locality, it should adjust thinking process by focusing on outcomes to create outputs and approach to achieve and to have efficient process which leads to administrative resources distribution as illustrated



2) By people's participation, it is found that the past bureaucratic development is developed in processes which support bureaucratic procedures for more people participation. That is the key success of bureaucratic development that meets the needs of people and supports the benefits of the people Participatory process is the key supporting factor and encourages the bureaucracy for creative development of the country which is the main objective of modern and open bureaucratic development

3) By administrative decentralization, there are many obstacles and constraints in local decentralization. For instance, there has been the legal framework which makes it harder in decentralizing to locality or the reproduction of patronage system of national politicians in local politics in order to take advantage from resources.

### **Suggestion**

1) Strategic planning of local administrative organizations should be initiated from every section in locality not only from the designated department in local organizations. Local administrative organizations should organize "Week of Strategic Planning" by brainstorming stakeholders and encouraging people to participate in strategic planning. Participatory strategic planning has major impact on more practical strategic implementation.

2) There should be the selective project proportion that consists of project of people. It should not be only the projects from the executives of local organizations. Also, there should be

budget prioritizing for people's project and should have the designated officers to be project's mentor in teaching how to write official project and in coordinating with suggesting and facilitating in project implementation.

3) Not only the training on administrative procedures, there should be also training on management techniques, business organization management, marketing planning to meet people's need. In addition, it should have study trip to learn good governance best practices and successful project in order to apply those practices in their locality.

4) It should organize and form many types of civil society organization such as People's Council, opinion platform, and local leadership development institution to guide and give an advisory guidelines and approaches to local administrative organizations for responsive and satisfactory administration.

5) It should be legal amendment on bureaucratic procedures of local administrative organizations to decrease procedures.

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