

The Success of Putting Good Governance into Practice of the Local Administrative Organizations in Central Region of Thailand

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Abstract

This research aimed to study the success of putting good governance into practice of the local administrative organizations in central region, Thailand. The researcher team collected data by reviewing related literature, proceeding in-depth interview, and conducting a focus group interview with the sample group. The findings revealed that the factors which affect the success of putting good governance into practice of the local administrative organizations in central region consisted of the factors of organization, the factors of administration, and the factors of supports. In addition, the guidelines for developing the local administrative organizations to gain stability and sustainability were 1) developing the ability of administrative management, 2) using the principles of community participation, and applying administrative decentralization.

Keywords: Good Governance, Local Administrative Organization, Central Region of Thailand

Introduction

Presently, the changes of the Economic system, society and politics, and technologies cause each country to confront the same problems which are the lack of efficiency of the government and bureaucracy in terms of lacking flexibility and good time management. As a result, when confronting the changes of the external environment, the adaptability tends to occur quite slowly. If the bureaucracy keeps unchanging on the development of administrative management to acquire the concept of the modern organization regarding the good governance principles, this will affect the ability for the competitiveness of that country

and become a main obstacle for the economic and social development (Office of the National Economic and Social Development Board, 2015).

One of the guidelines used for earning the bureaucracy revolution is changing the conditions of the present administrative management to the modern one which holds the principles of good governance. To make this happen, the government sectors should work effectively and change the administrative management to providing an effective service to people in the country. Besides, they should adapt the administrative management to meet the concepts of good governance; fairness, transparency, and investigating accessibility, and focus on the result-based management and competitiveness between the government and private sectors (Uwanno, 1990.)

Furthermore, another important issue to be mentioned is applying the good governance principles in the operation of the local administrative organizations which is playing an important role and acceptable more and more. As it can be seen since the Constitution of the Kingdom of Thailand, 1997 and 2007, the decentralization to local organizations is essential and the concept of giving freedom to identify and manage their own policies is focused on; financial and fiscal management, personnel administration, and managing authority (The Secretariat of the Senate, 2008)

Essentially, the royal enactment identified a precise plan and steps for decentralization to local administrative organizations in 1999 (second revised in 2006). This can provide the foundation of the sustainable development and become an effective and efficient mechanic of the bureaucracy management, relating to the eighth and the ninth national economic and social development plans, which share the same framework with the royal decree on the good governance proposed in 2003. This royal decree applied the concepts of good governance into the operation of the government sectors in order to clarify the operative patterns for every unit of all government sectors and those organizations have to report results of their operation and outputs, according to the decree. These concepts are to be continued in any occasions, although the government is changed. The purpose of the decree is to construct a good governance system continuously (Office of the Public Sector Development Commission, 2003)

Local Administrative Organization works closely to the local people in which they can participate in the administration, receive information, or investigate the operation of local administrative organizations. Thus, the local administrative organizations should put the principles of good governance into practice. However, in fact, many of the local administrative organizations cannot meet the success of using the good governance perspectives and cannot response to the people's needs truly (Office of the Civil Service Commission, 2001). Besides, the central region is one of the most important regions in terms of being the center of Thailand's administration and it is one of the main parts which conduct agricultural activities, industries, and services, including being the main stream of education. All these reasons lead the central part of Thailand to become interesting and play an important role in economic and social development, as well as politics, causing the workforce mobility into the central region and administrative centralization.

Therefore, local administrative organizations in the central region should put the principles of good governance into practice as much as possible. In fact, it is found that many local administrative organizations still lack of being able to response to the people's real needs. From this perspective, the researcher team views this important issue as it should be studied in terms of the success of putting the principles of good governance into practice of local administrative organization in the central region, aiming at enhancing the administrative efficiency which will lead to the good governance of the local administrative organizations effectively and efficiently.

Research Objective

This research aimed to study the success of putting the principles of good governance into practice of the local administrative organizations in the central region.

Research Methodology

The research team conducted the research by using the qualitative approach. The data collection was conducted by studying the review of literature, in-depth interview, and focus group interview to find the information related to the objective of the research. The samples were the representatives of local administrative organizations in the central region of Thailand. These representatives were evaluated and hold the results of the evaluation on the success of putting the principles of good governance into practice in 5 different levels of local administrative organizations. The samples who participate in the focus group interview were the executives of local administrative organizations, provincial administrative organizations, district chiefs, the evaluators who selected the local administrative organizations which applied the principles of good governance well, the experts of local administration, the experts of good governance, and the representatives from public sectors. Totally, there were 7 representatives for the data collection. The data collected from the field research was analyzed by the analytic induction. Then the analyzed data connected to the concepts of related theories and literature review in order to find out the information to explain the research objective.

Research Findings

Analyzing the factors of organizations and the success of putting the principles of good governance into practice of the local administrative organizations in the central region.

1. The types of local administrative organizations. It was found that the dividing of administrative structure was set according to the pattern from the administrative center and the government. Importantly, the local administrative organizations should be concerned with the integration between the operation and the people's convenience as the main purpose.
2. The numbers of staff. The findings revealed that the ratio of human resources in terms of staff recruitment was verified according to the regulations and the proper criteria. There was an appropriate distribution for work and responsibilities and the concept of administrative participation was used. Moreover, the staff were observed and evaluated according to the administrative indicators and the responsibilities set by the administrative center.
3. Budgeting process. The findings showed that the budget allocation and its operation should be considered from the operation of the bureaucracy and should be operated by using the good governance concepts. More importantly, the responsibilities of the staff, public participation, information disclosure, and the investigation and evaluation of the operation should be considered as well.
4. The numbers of people in the community. It was found that engaging people and giving the knowledge of civil literacy, activating the realization of their responsibilities and the administration of the local administrative organizations could response to the people's need and happiness.
5. Receiving a project award for selecting the best local administrative organization for applying the good governance concept practically. The findings revealed that the evaluation, analysis, and the operational data in all issues were used to support the administration of the local administrative organizations for bringing efficiency and effectiveness to improve the working system. Moreover, the analyzed data could be used to make the working system more convenient, precise, and appropriate with the contexts and this could be beneficial to the organizations.

Analyzing the factors of the administration and the success of putting the principles of good governance into practice.

1. Organizational culture. The findings explained that the organizational culture does not appear from heredity. In fact, it was constantly passed on to the organization members through the process of organizational socialization conducted by the executives or heads of the department. They would supervise the concepts of work and a guideline for appropriate manners in the organization. In conclusion, the organization culture is the concept which the staff in the organization learn through being part of the organization or it is what we call “social transmission”.

2. The transformational leadership. The findings presented that the good leadership of the organization must focus on building up good relationship and being respectful. Besides, the good leadership should engage people in the community to the operational activities and involve them to be part of decision making. The good leadership should be concerned with constructing networks between inside and outside communities. This can cause the public power and transparency for operational activities, without the obscure overlapping benefits. The benefits should be accounted for the whole people, not for the specific group of people.

3. Administrative strategies. From the findings, the exist of administrative strategies can lead to better transformation because the organizations will be well-prepared to handle a changing situation. As a result, the organizations have tried to find out appropriate strategies for the organizations and people, according to the changes of various factors which will influence the operations, and this can allow them to come up with an effective resources management in accordance with other administrative organizations.

4. Team work. The findings revealed that the organizations may encourage the staff to work in teams by setting the main goal for them to work together and to refine their own skills by themselves. From this point of view, the most important benefit is that they can develop themselves in the wide range of skill areas such as ability to work with teams, critical thinking and problem-solving skills, creative thinking skill, as well as information management. The possible activities for activating these skills can be quality control circles, 5S activities, sports activities, and so on.

Analyzing the factors which support the success of putting the principles of good governance into practice.

1. The awareness of the roles for the operations conducted by the local administrative organizations. From this perspective, the local administrative organizations are considered as they play an important role for working with people in the community closely. They also provide good understanding between the government and people. Hence, the national administrators must hold the principles of justice, not thinking about classifying people. In fact, they should be able to solve people’s problems immediately. Thus, the local administrative organizations are counted as a very important organization and they must work under the circumstances of being fair and against prejudice. That is why there should be the improvement of working and integrating work with responding to people’s needs and being concerned with the trend. Importantly, all people should be able to access to the organizations and report their problems directly. On the other hand, people need the local administrative organizations to approach them in the community as well.

2. Public Participation in the issues of information disclosure. The issue of information disclosure showed that according to the Constitution of Kingdom of Thailand, the local administrative organizations are to disclose the local information and public news which have no harm to the state or public security or affect to human rights. All citizens have their rights to access to the news and information issued by the local administrative organization. This is considered as one of the public participation concepts in the local administration.

3. Public participation in the issue of being willing to listen to others. According to the constitution of kingdom of Thailand, Thai citizens are approved to have their own rights. This means that if the local administrative organizations' acts will affect the local people's lives and living mainly and it is necessary to listen to the people's requests, those acts must be put to the process of asking for public opinions and voice before making any decisions. As in this case, the details of the public consultation's process are indicated in the rule of the office of the prime minister on the public consultation by the virtue under Section 11 (8) of the Government Administration Act, B.E.2534 (1991). The process aims to provide good understanding about the national projects and collect opinions of people on the projects as well as discuss on possibilities of problems which may harm people.

4. Public participation in the issue of offering the opportunity of the public participation. It is essential that the participation play an important role to the public administration which each step aims to enhance people's roles in terms of information disclosure, consultation, role enhancement, and collaboration. Finally, the final step, which provides the highest participation opportunity, is giving people' authority which the government sector must follow the process without any excuses.

5. Public participation in the issue of collaboration. It is found that the Constitution of Kingdom of Thailand has indicated the basic national policies in Section 87 (1), stating that the state must follow the policies of the public participation and support public sectors to take part in the policy formulation and the planning for economic and social development in both state and local levels. From this rule, all citizens are able to participate in the formulation of the draft of the development plan and to give some advices and problem solutions about the formulation of the development plan. According to the law of the Ministry of Interior on the formulation of the local administrative plan, B.E. 2548 (2005), it identified the guideline for the public participation in terms of public collaboration in the formulation of the local administrative organization plan through "local community".

6. Public participation in the issue of people empowerment. The Constitution of Kingdom of Thailand has its direction to decentralize power to the local administrative organizations by enhancing the local administrative organization's power and decentralizing the administrative authority of the center of the administration. This causes the transparency of administration and governance and increases the basis of democracy development in the local level and state level. This people empowerment is the most effective way to engage local people to investigate and examine the local administration. Presently, there are two kinds of people empowerment, which are the voting system and the impeachment.

Analyzing the success of putting the principles of good government into practice

1. The view of highest benefits for people. The operation of the bureaucracy must be concerned with the service for people who come to use the state services. Hence, the identification of index indicators must be clear in terms of the outcome revelation. This can provide the highest benefits for people and their needs would be served, leading to life and living development and upgrade people's life quality sustainably.

2. The view of the results of the state missions. The good governance aims to meet the goals of Section 6 which prescribes the results of the state missions in terms of identifying the procedures of public operation for gaining outcomes. This is to identify an operational plan which contains objectives and indicators of the outputs. The missions of the bureaucracy should be able to be evaluated clearly, for example. Moreover, the integrated public administration, the public development in terms of making a learning community, the verification of public operation, and the strategy formulation should be identified as indicators.

3. The view of efficiency and cost-effectiveness in terms of state missions. The public operation which holds the purpose of the outcome reaching will focus on the efficiency and

cost-effectiveness in terms of state missions. That is why the government sectors must follow the principles of transparency, cost-effectiveness, clarity and so on.

4. The view of the non-existence of the unnecessary operating. It is found that to assign duty for government organizations can reduce the time for consideration, commands, permission, approval, or the public operation which can be convenient and fast for people. These can be managed by distributing the decision-making authority and setting up a joint service center.

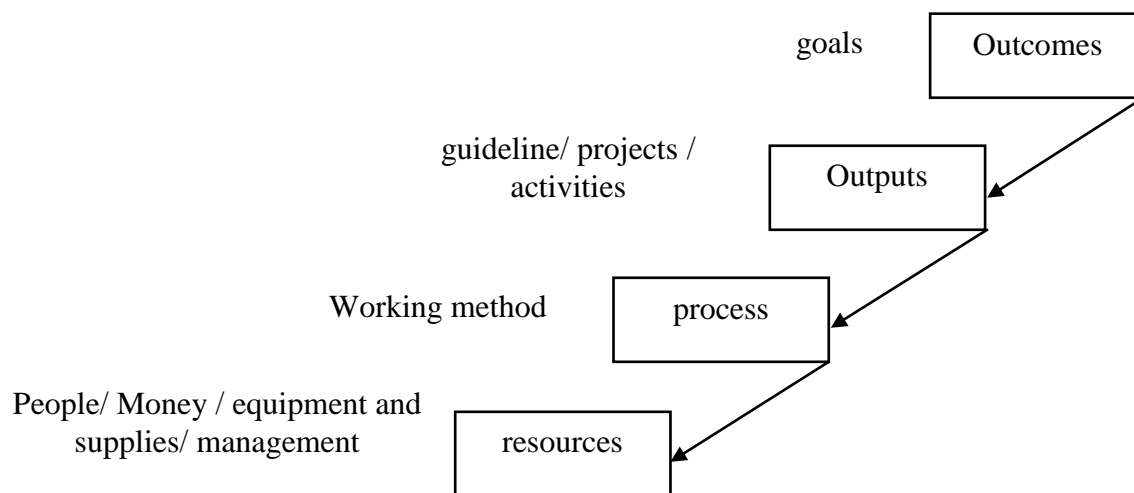
5. The view of the public mission improvement in terms of keeping up with the changing situations. From this point of view, the public mission improvement aims for activating the government organizations to audit and monitor its internal system and improving missions to meet the requirements of the changing society. Also, the correlation of the policy operation or the administrative plan should be concerned with. Therefore, the review of missions, laws, regulations, and rules are to be accounted as importance.

6. The view of serving people's convenient services and meeting the people's needs. Importantly, focusing on people's convenience and needs, the government sectors need to provide convenient and fast services. Meanwhile, they should be able to monitor what the people need and recognize the problems to find out solutions. This operation can be managed by identifying the period of operational time, organizing the informational system of the clients' claims, and disclosing information.

7. The view of the working evaluation. The evaluation of working performance is designed for measuring the public operational performance in order to find out whether the outcomes have reached the goals or not or whether the quality and satisfaction are at the acceptable level or not, including investigating and monitoring the public operation inside the organization. The process of evaluation includes 1) the evaluation conducted by independent evaluators for measuring the outcomes in terms of the satisfaction of the service receivers and the cost-effectiveness for the missions, 2) the evaluation of the effectiveness on controlling functions, 3) the evaluation of civil servants' working performance which they must be evaluated both individual and team performances; this is to encourage the importance of working in teams, 4) in the case of meeting the standard requirements and reaching the goals, the awards will be allocated in form of money as a reward for great performances to activate motivation for developing working performance according to the goals.

The guideline for developing the principles of good governance for the real practice of the local administrative organizations in the central region to meet the success as mentioned earlier focused on making a clear direction by indicating vision or a future image and transforming it into practice. It is important to specify policies and provide an opportunity to people to take part in the strategic policy and participate in the public operational performances. The details of these concepts are as follows;

1. The concept of developing management ability. It is found that the local development planning should be changed. This can be conducted by targeting at the outcomes as the main principle. After that, the outputs should be considered and the process of enhancing efficiency, leading to the consideration for administrative resources allocation as the following image.



2. The public participation. It is revealed that the last development of the government system aimed to develop the process of the government administration which supports the government's operational reform in terms of providing people participatory opportunities more. This can be considered as the key to success for developing the government's operational system to be able to response to the people's needs and bring the highest benefits to people. It is essential to say that the public participation is one of the factors which support and enhance the government operational system to earn the power of the nation development creatively. This is the new target of a new which will lead to the concept of the new civil servant system as a close operational system.

3. Administrative decentralization. It is found that the decentralization from the past few years might encounter many different problems; setting a wall for decentralization to make it more difficult to distribute the power to the local administration, or even the patronage system caused by the national politicians who plan to gain big profits from the locality.

Good governance strategy in managing the local administrative organizations for the sustainable justice.

1. Supporting and developing democratic culture and good governance to become part of Thai way of life. This can happen if people are developed in terms of developing the learning process, implanting mindfulness, value, culture, democracy, and good governance. Besides, the leadership development and the enhancement of the efficient mechanic and auditing system for monitoring the use of authority of the state more independently.

2. Supporting the strength of the civil sectors and engaging them in the local administrative organizations. It is essential to support people to get together and create a working network firmly and encourage them to access to the equity and fairness.

3. Constructing the efficient government sectors with good governance. This should focus on services rather than auditing and monitoring and work with co-developers. Also, it is essential to develop the efficiency and cost-effectiveness of the operation by changing the roles, structure and administrative mechanic in both public and private sectors effectively and up-to-date. Moreover, the control and restriction should be reduced, and the people's needs and working with co-developers should be concerned with. Enhancing the roles of private sectors in both state and state enterprise activities for increasing the effectiveness and quality in public services and reducing the government's investment as well as developing the auditing and monitoring mechanism for the fairness and transparency. The country's benefits and service users are the main point to be concerned. The operation should be parallel with implanting mindfulness of the government officers to be concerned with the principles of good governance and follow the laws about the information disclosure strictly.

4. Administrative decentralization to the local administrative organizations and community have increased. Developing the potential and distribute the authority in decision-making to the locality in terms of enhancing the role for administration, public services, as well as solving problems which respond to the local people. This process can bring the economic and social prosperity to the locality truly. Also, there should be a good opportunity for people to participate in the local development.

5. The reform of the laws, regulations and the process of economic and social development for making the balance in benefit allocation from the development. This can be done by providing opportunities to the partnership and other sectors to participate in giving advices and lawmaking, especially the laws which are related to conduct a business. This can build up the fairness for both small and new entrepreneurs.

Maintaining and strengthening the stability and security of the local administrative organizations to reach the balance and sustainability. Developing the potential, roles, and missions of the security agency and taking care of peace effectively is essential and this should be ready for responding to any harms. Also, the collaboration among all sectors for protecting and developing the locality should target on the escort and maintain the country's independence, the monarchy, country's benefits, and the democratic form of government with the King as Head of State, as well as building up the people's security and society by using the principles of good governance in all levels.

Discussions

The data analysis of the success of putting the principles of good governance into practice of the local administrative organizations in the central region was conducted by analyzing the 7 response variables as follows;

The Happiness of People

To operate the public administration for the happiness of people, the government organizations must be concerned that people are centered. They have rights to use the government services. There should be a guideline to the practice of public administration as the following issue; (1) specifying the state and government missions which are related to the government policy, (2) completing the missions of the government sectors by focusing on honesty and being able to investigate and monitor, (3) studying and analyzing the strengths and weaknesses in all areas, (4) listening to people's opinions and satisfaction of service use for improvement or reporting to the supervisors, and (5) solving problems and obstacles. These were correlated with the principles and concepts of Smarn Rangsiyogrit and Suthee Suthisomboon (2002). They mentioned to the process of administration which could serve the people's needs and happiness. For pursuing this concept, the 7 steps called "POSFCoRB" should be concerned. "POSFCoRB" can be explain as (1) P (Planning which is related to policy), (2) O (Organization which is how to set the patterns of work), (3) S (staffing which is personal administration, (4) D (Directing which is conducting), (5) Co (Co-ordination which is collaboration, (6) R (Reporting which is reporting the results of operation including public relation, and (7) B (Budgeting which is concerned with the system and process of budgets and finances. Besides, the principles which the Office of The Public Sector Development Commission (2003) wrote in the royal decree on good governance in B.E. 2546 (2003) in Section 2 identifies that the public administration for the happiness of people means the public operation which aims to create happiness, provide the good quality of life, maintain peace and security in the society, as well as hold to the highest benefits of the country (Section 7). The operation of the public sectors should consider the people as they are centered, and they have rights to use the government services (Section 8).

The outcomes from the state missions

The outcome - based performance management from the operation correlated to the missions and objectives of each task can reach the cost-effectiveness of resources use and can identify the outcome indicators clearly. This is relevant to Weber (Weber as cited in Mils, 1980: 56) who proposed the principle of logic in large organization management. The principle shows the concept of the work management concerned with logic that is the management which is considerate of the clear regulations and plans, the relation in administration according to hierarchy, for example. Also, the principle stated by the Office of the Public Sector Development Commission (2003) written in the royal decree on the good governance in B.E 2546 (2003), chapter 3, indicated that the public administration for outcomes of the state missions should be concerned with planning in advance and identifying steps, time, and budget for the operation. The objectives and outcomes of the missions as well as the key performance indicators should be monitored and evaluated relating to the plan. In the case that the missions or public administrative plans affect the people, the public sectors must solve the problems or alleviate the effects or change the public administrative plan appropriately (Section 9)

The efficiency and cost-effectiveness in terms of the state missions

The efficiency and cost-effectiveness of the public administration are about identifying the working methods of the public sectors in the case of causing the working efficiency which can be measured on the cost-effectiveness in each mission. This concept is relevant to the propose of classic thinker named Gulick (cited in Taylor, 1912: 23). He thought that in terms of the management in both public sectors and businesses, efficiency is an essential goal for executives. It drives the responsible work to reach the outcomes specified the least waste of payment, labor, or equipment and supplies. As Osborne & Gaebler (1974: 74) stated in “Reinventing Governance” that the principle of efficiency is an important aim of the public sector reform and it is also relevant to the concept of Sumrit Yodsomsak (2002) who explained about the principle of efficiency that is the administration which leads to the success in completing the missions assigned. Also, the resources should be used economically and worthily under the time frame identified for working. Efficient executives are people who manage resources which include money, and supplies worthily, not wasting those resources. Also, there should be clear criteria and rules for working performance efficiency such as reducing the expenditure without disturbing the outcomes of the working operation, relating to the research conducted by Sirinan Tipjareon (2012). For the good governance and the new public administration in the local administrative organizations, it is found that the good governance affects the outcomes which applied this concept to self-use in the local administrative organizations. The results of the interview revealed that the principles of good governance should be a focus according to the laws identified to support the stakeholders’ participation in the new public administration in the local administrative organizations.

Reducing the unnecessary operational process

Assigning tasks for each public sector to decrease time for consideration, giving commands and permission is the operation concerned with providing convenient and fast service to people. This can be committed as follows; (1) decentralize decision-making, and (2) set up joint service centers. This is relevant to the principles stated by the Office of the Public Sector Development Commission (2003) and written in the royal decree on the good governance in B.E 2546 (2003), chapter 5. It indicates that each public sector must design a diagram for showing the operational steps and time as well as other details which is concerned with the steps. The steps should be displayed at the workplace and the information network of the public sector so that people or a relevant person can access to the information (Section 29)

The mission improvement of the public sectors to keep up with the recent situation

The mission improvement of the public sectors aims to let the public sectors to conduct their own internal audit in order to improve the missions to be able to handle the changing circumstances and society. Also, it can be relevant to the operational policy or public operational plan as follows; (1) the mission review, and (2) the review of laws, regulations, rules, which is relevant to the principles stated by the Office of the Public Sector Development Commission (2003) and written in the royal decree on the good governance in B.E 2546 (2003), chapter 6. It indicates that for improving the missions of the public sectors, these organizations are responsible for law, regulation, rule, and announcement investigation and revision. This commitment is aimed for canceling, improving, or legislating new laws, regulations, rules, or announcement and this can help the operation stay up-to-date and be relevant to necessity in terms of providing convenient and fast services to people (Section 35). Furthermore, this concept is relevant to the research conducted by Parinya Siriattakul, et al. (2016). They studied the knowledge managing on the process of earning an independent livelihood of hearing-impaired students in schools for the deaf. The finding showed that the schools for the deaf had activities, processes, and mechanism which support the ability development leading students to enhancing their career skills and earning incomes. The supportive inputs were policy, budget, executives, and teachers, for example.

Providing convenience and serving people's needs

Providing convenience and serving people's needs must be concerned as a guideline for managing how to provide convenient and fast services. Meanwhile, people's needs must be monitored so that their problems can be solved directly. This is relevant to the principles stated by the Office of the Public Sector Development Commission (2003) and written in the royal decree on the good governance in B.E 2546 (2003), chapter 7. It indicates that for providing convenience and serving people's needs, when the public sectors receive the inquiry letters from people or public sectors, they must respond to the questions or inform the date for the operation in 15 days or the time limit (Section 38). For committing any operations, it should be conducted with information disclosure accept for necessity (Section 43). Also, there must be the expenditure disclosure for each year and provide information to people so that they can monitor it (Section 47). Moreover, this commitment is relevant to the research conducted by Sanya Kenaphoom (2017) who study the political utility influence on political decision. The research findings revealed that the political supports focus on the interest group for encouraging democracy in family and being aware of the role of democracy as well as supporting the democratic economy and politics.

Monitoring and evaluating working performance frequently

Evaluating working performance is set for measuring the public operational performances whether their performances are relevant to the outcomes identified and the satisfaction is in the acceptable level or not. Also, there should be the internal audit divided as follows; (1) the performances are to be evaluated by the committee of independent evaluators focusing on the outcomes from the mission on clients' satisfaction and the mission's cost-effectiveness, (2) the evaluation is to be conducted by the supervisors, (3) the government staff performances must be evaluated in both individual tasks and the organization's tasks; this is to encourage the team-work process, and (4) in the case of receiving the result of the performance evaluation in the standard or satisfied level, the government staff would be receive money reward to encourage the staff for improving their performances.

This concept is relevant to the principles stated by the Office of the Public Sector Development Commission (2003) and written in the royal decree on the good governance in B.E 2546 (2003), chapter 8. It indicates that for the working performance evaluation, if the public sectors have reached their working outcomes, they can expand their working outcomes under the cost limit and cost-effectiveness concepts. Also, if they can reduce the expenditures

according to the criteria identified, the Office of the Public Sector Development Commission (OPDC) can propose the cabinet to allocate the money reward for enhancing working performance efficiency for those public sectors. Or, the public sectors will be allowed to use the rest of budgets for improving the public sector operation or for being set as a reward (Section 49).

Suggestions

1. The government sectors should find out a division which is responsible for giving knowledge to the staff of the local administrative organizations.
2. The staff training should not focus on the issues of regulations only. Instead, the techniques for administration, business administration, and marketing planning for people's needs are necessary to learn with the regulations.
3. The process of strategic planning of the local administrative organizations should cooperate with all teams in the community and this can be conducted by brainstorming from the staff of the divisions because this will put the strategic plan into practice more.
4. The projects run by the local administrative organizations should contain the projects proposed by people in the community, not only from the organizations.
5. The local administrative organizations should give authority to the staff as being responsible for being a coach and giving knowledge to people. Besides, they should cooperate with people, give them advices, and support them to conduct their project conveniently.
6. There should be the creation of the key performance indicators (KPI) in all areas of the local administrative organizations and the evaluation of the outcomes should be conducted every 1-2 year.
7. There should be a revision of the regulations in the local administrative organizations to reduce the procedure of working.
8. There should be public organizations in various forms such as the local consulting council, public forum, and the leadership development institute.
9. Another guideline for developing the local administrative organizations' ability is to study another locality which uses the principles of good governance and has the successful project conducted.

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