

## Good Governance Administration in Subdistrict Administrative Organisations of Samutsongkram District, Samutsongkram

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### Abstract

The research on Good Governance Administration in Subdistrict Administrative Organisations of Samutsongkram District has been carried out to: 1) study the Good Governance administration level in the Subdistrict Administrative Organisation of Samutsongkram District, Samutsongkram province, 2) compare the Good Governance administration level in the Subdistrict Administrative Organisation of Samutsonngkram District of Samutsongkram province based on personal factors such as gender, age, income, and job position. The population consisted of 472 people in Subdistrict Administrative Organisations of Samutsongkram District, Samutsongkram Province. Samutsongkram District is comprised of 9 SAOs. The research is a quantitative research. The statistical analysis used were percentage, mean, standard deviation, T-Test, F-Test, and Least Significant Difference method.

The result revealed Good Governance administration in the nine SAOs of Samutsongkram District is at a high level on the overall and the result in high in all aspects. The highest aspect, however, is 'morality' followed by 'participation', 'accountability', 'rule of law', 'cost-effectiveness, and 'transparency'. The comparative result based on personal factors such as gender, age, education level, and job position did not show statistically significant difference at 0.05 in terms of rule of law, morality, transparency, and participation. On the other hand, it showed statistically significant difference at 0.05 in terms of accountability and cost-effectiveness.

**Keywords:** Administration, Good Governance, Subdistrict Administrative Organization

### Introduction

Thailand was one of a few Asian countries experiencing a financial crisis and a severe economic meltdown during the 1997. Since then, various reforms such as bureaucratic reform, government reform, and decentralization had begun to take place. As a result, local resources



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management, corruption, and budget spending arose as the fundamental topics of discussions of the century.

The Constitution of the Kingdom of Thailand (2007) had been promulgated for the benefits of the Thai people. The Constitution allowed the people to be protected under fundamental rights and freedom which enabled them to express their opinions and actively taken part in community issues. The Constitution prescribed that the people engage in the management of natural resources, participate in policy formulation process as well as political decision, economic planning, and decentralization process following the Good Governance Principles. The Good Governance is comprised of six major principles which are the rule of law, morality, accountability, participation, responsibility, and cost-effectiveness or economy. These principles are the basic principles which can help alleviate corruption issues and at the same time strengthening the community's morality, enhancing transparency, and putting ethical concepts into practice.

Furthermore, The Eleventh National Economic and Social Development Plan valued the importance of individuals, family, community, society, and the country as it striven to achieve equality and sustainability through delivering fair services, resources, basic infrastructures, and justice system to every Thai citizen

Today, both public and private organisations in Thailand prioritised Good Governance practices at the top of their list. In particularly, the Thai government had initiate corresponding practices such as an establishment of Subdistrict Administrative Organisation to promote decentralisation, as well as downsizing, and other types of service reforms. This is to enhance their competitive advantages competing with other private sector.

Therefore, Subdistrict Administrative Organisation should adhere to the aforementioned six major Good Governance principles: abiding to the rule of law, maintaining high morality, be accountable and responsible for their actions and duties to serve, encouraging community participation, and creating cost-effective use of resources. Efficient Subdistrict Administrative Organisation management can help alleviate community issues and deliver a better quality of life to their community. On the other hand, failure to do so can intensify existing issues impairing the nation.

For this reason, Subdistrict Administrative Organisation and its administrative body should incorporate Good Governance as their workplace core values, initiating sustainable organisation reform, and withstand corruption while establishing roots for democracy. This research, therefore, aimed to study Good Governance Administration in the nine Subdistrict Administrative Organisations of Samutsongkram District, Samutsongkram Province.



## Research objectives

- 1.study the Good Governance administration level in the Subdistrict Administrative Organisation of Samutsonkram District, Samutsonkram province
- 2.compare the Good Governance administration level in the Subdistrict Administrative Organisation of Samutsonkram District of Samutsonkram province based on personal factors such as gender, age, income, and job position.

## Literature Review

### 1. Concepts and theories of administration

administration is crucial to the existence of an organisation, as it determines the effectiveness, successfulness or failure of how each organisation is managed. Administration came from collaboration between individuals. It includes planning, directing, and analysing internal and external environment. Pittaya Bawornwattana ( 2013) described administration as the implementation of policy, laws, and regulations for results. Government officers have duty to manage fairly and effectively according to the regulations in place.

Sompong Kasemsin (2013) further explained that administration is the art of managing administrative resource and administrative process accordingly to the organization objectives. Certain characteristics of administration included having clear objectives, require the use of resources and definite process, group cooperation and group effort.

There are four types of local administration in Thailand. These are Provincial Administrative Organisation (PAO), Municipality, Subdistrict Administrative Organization (SAO), and Special Administrative Area of Thailand including Bangkok and Pattaya. Administration process can be tailored following PA-POSDCORB principle, in which it stands for policy, authority, planning, organising, staffing, directing, coordinating, reporting, and budgeting.

The Subdistrict Councils and Subdistrict Administrative Organizations Act, BE 2537 (1995) required that Subdistrict Administrative Organization (SAO) is liable to arrange suitable health care, disease control, disaster prevention and mitigation, solid waste and sewage management, natural resources management, women/elderly/children/people with disabilities development, as well as religion and cultural study. Other activities may include provision of electricity, agricultural water management, recreational space, cottage industry, career opportunity, commercial activities, shuttle pier, and city planning.

### 2. Concepts and theories of Good Governance

Good Governance concept was first implemented in the 1980s by the World Bank in order to solve inefficiency and corruption issues in the heavily indebted developing countries, in particularly with the Latin American and African countries.



In Thailand, The National Government Organization Act (5<sup>th</sup> Revision), BE 2545 (2002) required government businesses to be carried out efficiently and effectively. Through the regulation, organization downsizing, decentralization, reform, and resource distribution were recommended for the best interest of the people.

Good Governance is believed to be the key to sustainable growth eradicating poverty. It is part of a development management which involves rules of law, democracy, transparency as well as effectiveness and efficiency. Good Governance may also refer to the management of social and economic resources from the collaboration between government, private, and the civil society sectors in achieving sustainable development of a country.

While World Bank described Good Governance as means to alleviate debt crisis to the developing countries, United Nations on the other hand, trusts that Good Governance would help escalate the quality of life, encourage social and political participation, as well as social equality (Chorthip Kaesornthong, 2010).

There are six major characteristics to the Thai government Good Governance principle. First is the ‘rule of law’ which is responsible for laying out a set of fundamental conventions and guidance that is accepted by the majority of the people in the society. Second is ‘ethics’ which obliged government officers to set a good example of the society by being hard-working, honest, and disciplined. Third is ‘transparency’ which means government officers are entitled to deliver clarity and enable trust among the people.

‘Participation’ is channeling opportunity for the people to acknowledge and voice their opinions on behalf of the country. ‘Accountability’ refers to responsibility to the society and for government officers to be accountable for their actions while ‘cost-effectiveness or economy’ is the effective use of resources, creating products and services with competitive advantages.

### 3. Concepts and theories of local government administration:

Somchai Pongpattanasilp and Paopun Chopnamtarn (2012) illustrated that the Constitution of the Kingdom of Thailand (2007) (Chapter 14-Section 281, 283, 287, 289, and 290) require the government to support decentralization and grant them authorities to effectively organise and manage community public services for the best interest of the people. Moreover, it is the duty of the local government to encourage community participation as well as collaboration between the two sectors in matters of natural resources, health care, and other topics concerning the quality of life.

By the following definitions, local government is authorized by law to act as an administrative body with local autonomy and legal rights. Various objectives of the local government include alleviating the central government from some of its duties, finding budgeting and operating as



a local autonomy; responding to the true needs of its community; facilitating local democracy; and cost-saving in terms of local taxation (Robson, 1953).

There are eight components to the existence of local government and local administration. Firstly, it is crucial that the Constitution incorporated the topic of local government formation within the context, in order to affirm its ground as a truly democratic country supporting decentralization. Secondly, it is crucial to determine the sizes of local government administration based upon geographical, historical, and race of the people. Thirdly, the power and authority of local government depends on political policy and government's decision. Additionally, the local corporate entity is responsible for policy formulation and implementation within the area. Members of local administrative committee must be nominated or elected by the majority of the people. Local government must be able to acquire appropriate resources and budget to manage the community without relying on the central government alone, and lastly, it must always remain under government jurisdiction.

#### **4. Concepts and theories of Subdistrict Administrative Organization (SAO):**

Subdistrict Administrative Organization is an alternate form of Subdistrict Council receiving an annual income of more than 150,000 Baht for more than three consecutive years. Budgeting of a Subdistrict Administrative Organisation includes the management of income related to taxation and other accumulated fees collected by the SAO, as well as, expenses.

A Subdistrict Administrative Organization is comprised of two members from each village and is administrated under the Chief Executive of Subdistrict Administrative Organization. By law, SAO has a duty to: arrange appropriate public services by land and water transport; maintain cleanliness of the areas; provide disease control, provide disaster mitigation; deliver education; arrange appropriate care for the elders, children, women, and people with disabilities; protect natural resources; promote cultural and traditional knowledge; and tend to other duties deployed by the central government.

Other duties such as commercial and industrial activities are advised but not legally required. Some other recommended activities included a provision of agricultural water; sewage cleaning, cottage industry, provision of recreational spaces and activities, tourism promotion, and city planning.

#### **5. Samutsongkram province:**

Samutsongkram province is located in the central region of Thailand, nearer to the Western Gulf Coast of Thailand. It also situates along the entrance of Maeklong River, hence, was nicknamed after the river as Maeklong City. Samutsongkram is consisted of 3 districts, 36 subdistricts, and 284 villages. Samutsongkram District and Aumpawa District are almost



equivalent in size, and each is more than twice as big compared to Bangkontee District, which made Bangkontee the smallest district of the three.

Despite the major differences in size, the amount of subdistricts Bangkontee has is not much different from the other two subdistricts. While Bangkontee District local administration is divided into 7 Subdistrict Administrative Organisation, Aumpawa District has 10 SAO and Samutsongkram District has 9.

Samutsongkram has an average all year temperature at 28 degree Celsius. The weather is cool during rainy season and not too hot during the summer. Sometimes, thunderstorm occurs during rainy season and summer, from April to May.

### 6.Related research:

Wanna Pengpuang (2020) conducted a study on Good Governance Administration in Bung Korhai Subdistrict Administrative Organisation in Pathumthani. The research used 380 Bung Korhai citizens as a sample group. It used t-test, One-way ANOVA and Least Significant Difference to interpret the result and found that the level of Good Governance Administration was at a high level overall with 'morality' ranking the highest. Moreover, it found that different personal factors such as age, income, education level, career profession, and time resided in the area, do not have different level of opinions towards Good Governance administration in the area.

A similar study was conducted by Wuntinee Phutamma (2020) in Borabue Subdistrict Administrative Organisation in Mahasarakarm Province. The sample size was 251 people resided in the area. The result revealed that the level of Good Governance administration in the subdistrict was at a medium level on the overall, and that 'age' contributed as a factor that result in different level of opinions towards Good Governance administration. Some recommendations included increase use of technology as tools to stimulate and engage community participation.

Another study performed by Phuttamas Chaiimong (2017) also found that the level of Good Governance administration in Kuntornwichai Subdistrict in Mahasarakarm Province was at a medium level on the overall. Some issues arose from the study were lack of community engagement, lack of clarity, lack of clear planning and evaluation.

Similarly, studied Good Governance Administration in Nongtumlueng Subdistrict Administrative Organisation in Chonburi Province (Rawintra Tunjariyanon, 2015.) by conducting a survey research with 386 people via simple random sampling using Likert Scale and discovered that people with different personal factors has different level of opinions towards Good Governance administration in the area. Some recommendations include executive reforms



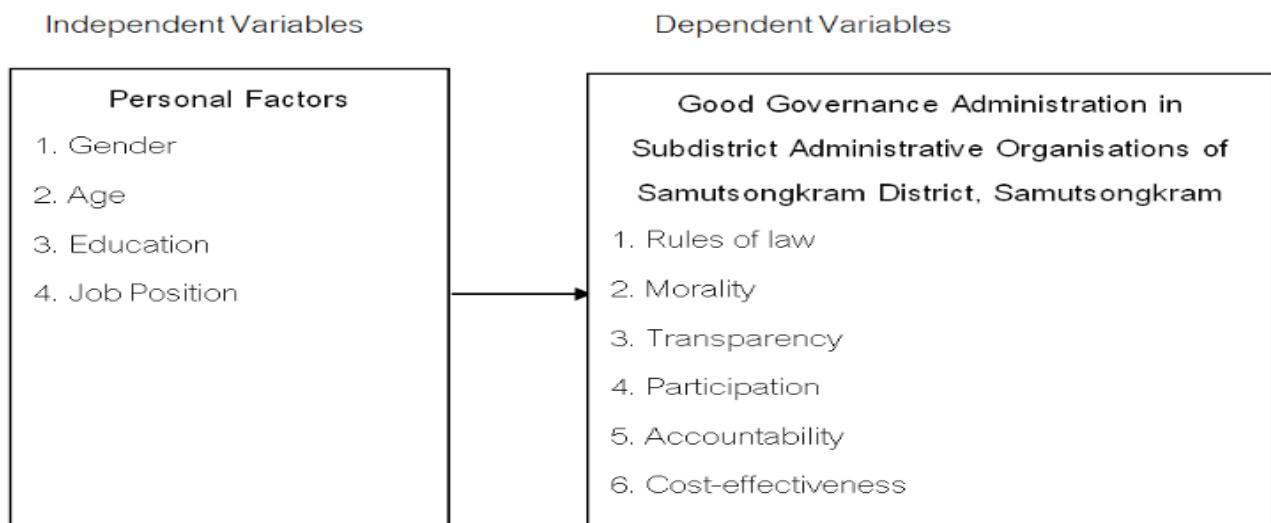
with clear policy goals, formulation, and implementation to improve organizational efficiency and transparency.

Research by Bhargava (2015: 1-6) about the people's participation to improve Good Governance and its efficiency revealed that government all over the world are facing poor governance and corruption issue. As a result, 6 solutions were proposed to generate community participation. These were: delivering news and information to the people; consulting the people about policy formulation, planning, and implementation; supporting co-decision making; being open for recommendations; providing thorough evaluation; and strategically manage request, concerns, and recommendation from the people.

Other research by Uddin (2010) found that Bangladesh government officers were unable to distinguish public from private matter. They lack discipline and they waste unnecessary resources. Therefore, Good Governance can help alleviate political disputes, encourage morality, transparency, and accountability at work.

A study in Ghana (Clarke, 2001) and Kenya (Christina, 2000) shown that Good Governance can initiate power decentralization in developing countries, directing authority from the central to local regions. Moreover, the concept helps facilitate alliances between social workers in different countries.

## Research framework



## Research methodology

Population and sample group: The population consisted of 472 people in Subdistrict Administrative Organisations of Samutsongkram District, Samutsongkram Province. Samutsongkram District is comprised of 9 SAOs which are Bangkhantak Subdistrict



Administrative Organisation, Ladyaii Subdistrict Administrative Organisation, Baanprok Subdistrict Administrative Organisation, Bangkaew Subdistrict and Takien Subdistrict Administrative Organisation. Administrative Organisation, Taiihaad Subdistrict Administrative Organisation, Laemyai Subdistrict Administrative Organisation, Klongkern Subdistrict Administrative Organisation, Klongkone Subdistrict Administrative Organisation, The 472 people were 310 staffs and 162 members of the Subdistrict Administrative Organisation Council. Using Taro Yamane's (1973) method, a sample group of 216 people is selected via simple random sampling.

## Research instruments

The researchers created the questionnaires from reviewing the documents and literature on Good Governance Administration. The questionnaire is consisted of 2 parts as follows; Part 1: personal factors included gender, age, education level, and job position in a form of checklist, and Part 2: questions concerning Good Governance Administration in Subdistrict Administrative Organizations of Samutsongkram district. The questions were assembled based upon the six Good Governance policy of the Prime Minister's Office (B.E. 2542), and constructed using Likert's (1932) 5-level scoring method.

The questionnaires used in the research process contain the following quality testing processes:

1. Literature review from textbooks, documentary and related research on Good Governance administration.
2. Constructed questionnaires based on research objectives and research questions.
3. For content validity testing, three qualified persons were appointed to check for content validity and consistency. Having done so, Index of Item-Objective Congruence (IOC) was performed.
4. A try-out was performed with citizens in Samutsonkram province. The try-out group chosen consisted of 30 people with similar characteristics to the original sample group. Afterwards, Cronbach's coefficient alpha was used to test the reliability and it was found that the confidence value of the questionnaires was equivalent to 0.891.

Statistics used in data analysis: The statistics used by the researchers to analyze the data are mean, and standard deviation, One-way ANOVA, and LSD. Results interpretation was interpreted following Best's technique (1981) Results between 4.50-5.00 is interpreted as the highest level of Good Governance while 3.50-4.49 is a high level, 2.50-3.49 is a medium level, 1.50-2.49 is a low level, and 1.00-1.49 is the lowest level.



**Research results**

1. The majority of sample group were female (53.2 percent). 55.1 percent aged between 26-35 years, 22.7 percent aged between 36-45 years, 8.3 percent aged below 25 years, 7.9 percent aged between 46-55 years, and 6.0 percent aged 56 years and above. 26.4 percent received more than a bachelor degree education, 25.9 percent graduated diploma, 17.1 percent graduated high school, 16.7 percent were vocational certificate graduates, and 13.9 percent graduated a bachelor degree. 106 people (49.1 percent) were staffs operating under the SAOs, 95 people (44 percent) were members of the Council, and 15 people (6.9) percent were executives.

**Table 1** shows participants' personal factors

Participants' status	Number persons	Mean
Gender		
Male	101	46.8
Female	115	53.2
Age (years)		
Below 25	18	8.3
26-35	119	55.1
36-45	49	22.7
46-55	17	7.9
56 & above	13	6.0
Education		
High school	37	17.1
Voc. Cert.	36	16.7
Dip.	56	25.9
Bachelor	30	13.9
Bachelor		
Degree & above	57	26.4
Job position		
Executive	15	6.9
Operational staffs	106	49.1
Council member	95	44.0
Total	216	100.0

2. Results from Part 2 assessed Good Governance administration in Subdistrict Administrative Organisations of Samutsongkram District. The result is summarised as follows:



**Table 2** shows the overall mean and standard deviation of Good Governance administration in the SAOs of Samutsongkram District

Good Governance administrationn	$\bar{X}$	S.D.	Levels of opinion
1. Rule of law	4.16	0.49	High
2. Morality	4.26	0.60	High
3. Transparency	4.15	0.69	High
4. Participation	4.21	0.46	High
5. Accountability	4.20	0.56	High
6. Cost-effectiveness	4.16	0.54	High
<b>Total</b>	<b>4.19</b>	<b>0.28</b>	<b>High</b>

The overall results illustrated Good Governance administration in the nine SAOs of Samutsongkram District was at a high level on the overall ( $\bar{X} = 4.19$ ) and the result was high in all aspects. The highest aspect, however, was 'morality' ( $\bar{X} = 4.26$ ) followed by 'participation' ( $\bar{X} = 4.21$ ), 'accountability' ( $\bar{X} = 4.20$ ), 'rule of law' ( $\bar{X} = 4.16$ ), 'cost-effectiveness' ( $\bar{X} = 4.16$ ) and 'transparency' ( $\bar{X} = 4.15$ ).

**Table 3** shows mean and standard deviation of Good Governance administration in the SAOs in Samutsongkram District in 'rule of law' aspect'

Rule of Law	$\bar{X}$	S.D.	Levels of opinion
1. The SAO code of law precisely followed the regulation	4.18	0.71	High
2. Internal unit arrangement precisely followed the regulation	4.04	0.76	High
3. Job position structurally laid out	4.13	0.74	High
4. Provision of annual report	4.12	0.70	High
5. Internal orders executed following the chain of command	4.19	0.80	High
6. Facilitation between external units following prescribed process	4.55	0.64	Highest
7. Budget spending following the regulation	3.94	0.82	High
<b>Total</b>	<b>4.16</b>	<b>0.49</b>	<b>High</b>

Table 3 illustrated the mean and standard deviation of Good Governance administration in the SAOs in Samutsongkram District in terms of 'rule of law'. The overall result was at a high level, with 'facilitation between external units following prescribed process' at the highest level and 'budget spending following the regulation' at the lowest but still at a high level.



**Table 4** shows mean and standard deviation of Good Governance administration in the SAOs in Samutsongkram District in ‘morality’ aspect’

Morality	$\bar{X}$	S.D.	Levels of opinion
1. Assiduous in duty & possessing strong concern for public interest	4.00	0.78	High
2. High management virtues	4.37	0.79	High
3. Operations sorted out by its urgency and necessity	4.33	0.77	High
4. Establishment of internal agency in accordance with mission and necessity	4.16	0.77	High
5. Coordination based upon notion of equality	4.23	0.77	High
6. Job’s command in accordance to job position	4.38	0.77	High
7. Fair budget allocation	4.32	0.78	High
<b>Total</b>	<b>4.26</b>	<b>0.60</b>	<b>High</b>

Table 4 illustrated that the overall result of ‘morality’ aspect was at a high level with the highest on ‘job’s command in accordance to job position’ and the lowest was on ‘assiduous in duty & possessing strong concern for public interest.’

**Table 5** shows mean and standard deviation of Good Governance administration in the SAOs in Samutsongkram District in ‘transparency’ aspect’

Transparency	$\bar{X}$	S.D.	Levels of opinion
1. SAOs publicised budget spending and expenditures annually	4.20	0.76	High
2. SAOs published detail announcement regarding events impacting the people	4.13	0.78	High
3. SAOs regularly publicised annual announcement report	4.28	0.79	High
4. SAOs shown great procurement transparency	4.32	0.79	High
5. SAOs appointed people representative to participate in a procurement process	3.97	0.78	High
6. SAOs publicly declared an establishment of new internal unit	4.01	0.79	High
<b>Total</b>	<b>4.15</b>	<b>0.60</b>	<b>High</b>

Table 5 illustrated that the mean and standard deviation of Good Governance administration in the SAOs in Samutsongkram District in terms of ‘transparency’ was at a high level on the



overall, with the highest level being ‘SAOs shown great procurement transparency’ while the lowest was ‘SAOs appointed people representative to participate in a procurement process.’

**Table 6** shows mean and standard deviation of Good Governance administration in the SAOs in Samutsongkram District in ‘participation’ aspect

Participation	$\bar{X}$	S.D.	Levels of opinion
1. Community participated in budget & resources allocation	4.14	0.68	High
2. SAOs provided opportunities for people to participate in drafting district ordinances	4.20	0.68	High
3. SAOs provided opportunities for people to participate in problem solving issues arises in the district	4.21	0.66	High
4. SAOs encourage community participation via various means	4.14	0.82	High
5. SAOs organised community forum to examine public needs	4.50	0.68	Highest
6. SAOs uses majority-voted decision-making	4.11	0.72	High
7. SAOs arranged public hearing meetings or take part as committees	4.13	0.78	High
<b>Total</b>	<b>4.21</b>	<b>0.46</b>	<b>High</b>

Table 6 illustrated that the highest result in ‘participation’ aspect was on ‘SAOs organised community forum to examine public needs’ while the lowest was ‘SAOs uses majority-voted decision-making.’

**Table 7** shows mean and standard deviation of Good Governance administration in the SAOs in Samutsongkram District in ‘accountability’ aspect

Accountability	$\bar{X}$	S.D.	Levels of opinion
1. SAOs generously accommodate public service users	4.10	0.77	High
2. SAOs provided timely operation report	4.34	0.78	High
3. SAOs aware of social duty, responsibility, and are prepared to be audited	4.32	0.76	High
4. SAOs prioritised their duty for timely service	4.11	0.76	High
5. SAOs managed budget efficiently	4.15	0.73	High



Accountability	$\bar{X}$	S.D.	Levels of opinion
6. SAOs allocated individual job responsibility clearly	4.24	0.74	High
7. SAOs allocated project manager for each project	4.16	0.79	High
<b>Total</b>	<b>4.20</b>	<b>0.56</b>	<b>High</b>

Table 7 illustrated that the highest result from 'accountability' aspect was on 'SAOs provided timely operation report' while the lowest was 'SAOs generously accommodate public service users.'

**Table 8** shows mean and standard deviation of Good Governance administration in the SAOs in Samutsongkram District in 'cost-effectiveness' aspect

Cost-effectiveness	$\bar{X}$	S.D.	Levels of opinion
1. Cost-effectiveness evaluation implemented every time a new internal unit is established	4.34	0.70	High
2. SAOs established auditing unit	4.11	0.75	High
3. SAOs established resource-saving campaign	4.17	0.79	High
4. SAOs reduced work process	4.29	0.77	High
5. SAOs reported use of resources for future evaluation	4.08	0.77	High
6. SAOs evaluated individual performance on cost-effectiveness	4.06	0.76	High
7. SAOs assigned job responsibility for cost-effective purposes	4.09	0.61	High
<b>Total</b>	<b>4.16</b>	<b>0.54</b>	<b>High</b>

In this aspect, Subdistrict Administrative Organizations received the highest score on 'cost-effectiveness evaluation implemented every time a new internal unit is established' and the lowest was 'SAOs evaluated individual performance on cost-effectiveness.'

**3. Results from Part 3 provided comparative analysis on age, gender, education level, and job position.** In analysing Good Governance Administration in SAOs of Samutsongkram District based on gender, the result revealed that gender did not infer statistically significant difference at 0.05, and that only 'accountability' and 'cost-effectiveness' inferred significant difference level of 0.05.

Additionally, age difference did not account for difference in opinions towards Good Governance Administration in the SAOs of Samutsongkram District at statistically difference at



0.05, and only ‘rule of law’ as well as ‘participation’ reflected statistical difference at 0.05 and 0.01. Therefore, the result rejected the null hypothesis. In terms of ‘rule of law’, LSD analysis revealed that the six pairs showing differences were: people with age under 25 years old had less opinion than 46-55 years; people with age under 25 years had less opinion than 56 years and above; people with age between 26-35 years had less opinion than those between 46-55 years; people with age between 26-35 years had less opinion than those of 56 years and above; people with age between 36-45 years had less opinion than those between 46-55 years; and people with age between 36-45 years had less opinion than those of 56 years and above. In terms of ‘participation’ the two pairs were: age 26-35 years had less opinion than those between 36-45 years and those between 26-35 years had less opinion than those between 46-55 years.

Different education level did not account for difference in opinions towards Good Governance Administration in the SAOs of SamutSongkram District at statistically significant difference level of 0.05, and only ‘rule of law’ as well as ‘participation’ reflected such difference.

Therefore, the result rejected the null hypothesis. In terms of ‘rule of law’, the four pair showing differences were: high school education had more opinions than bachelor degree graduates; vocational graduates had less opinions than bachelor graduates; diploma graduates had more opinions than bachelor graduates; and bachelor degree graduates had less opinion than those of bachelor degree and higher. For ‘participation’, the three pairs were: high school graduates had less opinion than those of bachelor degree and higher; vocational graduates had less opinion than those of bachelor degree and higher; and diploma graduates had less opinion than those of bachelor degree and higher. In analysing Good Governance Administration in SAOs of SamutSongkram District based on job position, the result revealed that job position did not infer statistically significant difference at 0.05, and that only ‘participation’ showed statistically significant difference at 0.05. Therefore, it also rejected the null hypothesis. LSD result revealed the two pair showing differences were: executives had more opinions than operational staffs; and operational staffs had less opinion than council members.

### Discussion of research results

1. Rule of law: the overall opinions towards Good Governance administration of the SAOs in SamutSongkram province in this aspect was at a high level. This is due to effective collaborations between external units, strict chain of command, clear code of law, and clear job allocations. Regulations were also in place. The results corresponded with Weera Harnkun’s (2016) study on Good Governance administration of Baan Dong Subdistrict Administrative Organisation in Lampang which also had a high level of opinions on the overall,



with the highest aspect on rule of law, followed by accountability, cost-effectiveness, and participation. The only two dimensions with medium level of opinions were transparency and morality.

2. Morality: on this aspect, the overall result illustrated a high level of opinion, which was a reflection of morality practices in salary promotion, budget allocation, consistent coordination, and establishment of mission oriented units. The result corresponded with Wanna Pengpuang's (2020) study on Bungkorhai SAO which shown the highest level of opinion towards morality.

3. Transparency: the overall result also illustrated a high level of opinion, which was a reflection of transparent procurement system and detailed publications of yearly budgeting reports. This coincided with Wunpen Rairueng's (2014) study of SAO in Petchaburi province. Wunpen's (2014) research found that transparency was practiced in Petchaburi's Subdistrict Administrative Organisation continuously and consistently via communication technology such as the website and information center. This was to stipulate more communication between the SAOs and its community.

4. Participation: the overall result also illustrated a high level of opinion, which was a reflection of successful arrangement of civil society forums allowing the people to voice their opinions and partaking in various decision-making activities. This corresponded to Phutthamas Chaimong's (2017) work on Kuntaravichai SAO of Mahasarakarm province which found 'participation' as a vital key to community development.

5. Accountability: the overall opinions towards Good Governance administration of the SAOs in Samutsongkram in this aspect was at a high level. The result coincided with Rawintra Tunjariyanon's (2015) study in Nongtumlueng SAO of Chonburi where the organisation had clear written policy on accountability for strict implementation, creating a sense of corporate responsibility to delivering exception public service to the community.

6. Cost-effectiveness: the overall result also illustrated high level of opinion, which was a reflection of efficient resource management and reduction of work procedures. The findings corresponded with Nipapun Pawaorn's (2016) study in Kuiburinuear Subdistrict Administrative Organisation which found cost-effectiveness had the highest level of opinions, followed by Good Governance based on participation and accountability, respectively.

7. The comparative result based on personal factors such as gender, age, education level, and job position did not show statistically significant difference at 0.05 in terms of rule of law, morality, transparency, and participation. On the other hand, it showed statistically significant difference at 0.05 in terms of accountability and cost-effectiveness.

The result corresponded with Wuntenee Phutamma's (2020) study on Borabue SAO of Mahasarakarm Province which found the overall level of Good Governance administration was



at a medium level, and that people with different gender, education level, and work experiences did not have different administration technique while age, on the other hand, showed statistically significant at 0.05.

## Conclusion

1. The overall results illustrated Good Governance administration in the nine SAOs of Samutsongkram District was at a high level on the overall and the result was also high in all aspects. The highest aspect, however, was ‘morality’ followed by ‘participation’, ‘accountability’, ‘rule of law’, ‘cost-effectiveness, and ‘transparency’.
2. Null hypothesis testing according to personal factors found the results rejected the null hypothesis in all aspects whether it was age, gender, education level, or job position.
3. It is recommended that the SAO continue to encourage community participations in all aspects including budget allocation, activities arrangement, coordination, annual report evaluation, as well as procurement system.

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