



## Factors Affecting the Administration of Local Administrative Organizations: A Case Study of Local Administrative Organizations in BanKhai District, Rayong Province

Kanisorn Butprom, Waraporn Muangkot, Natdanai Loisanan, Naruemon Namkhunthod\*

Bachelor of Public Administration, Nakhon Ratchasima Rajabhat University, Thailand

\*Corresponding Author E-mail: [naruemon200640@gmail.com](mailto:naruemon200640@gmail.com), ORCID ID: <https://orcid.org/0000-0001-9473-3771>

Received 01/12/2020

Revised 20/12/2020

Accepted 10/01/2021

**Abstract:-** Effective management of local organizations defines a vision, mission, and strategy and puts the work plan into action to develop a quality organization. The research objective was to analyze the factors affecting the administration of local administrative organizations in Ban Khai District, Rayong Province. A survey study to the collection by the questionnaire with 160 samples of data. The results of the three planning factors with the highest levels were operation plan creation, public relations in the duty of local government organization, and assignment of responsibility for plan following. The evaluation factors with the highest levels such as using suggestions received from evaluation to improve situations and operations wisely, following the effectiveness of the operation process, and comparing operations efficiency. The leadership factors with the highest levels include a good relationship with supervisors and personnel, respect for superiors, and response to policy management. And the factors of variance in work currently performed, understanding of work planning, and leadership to statistically significant on the management of local government organizations, and the planning, personnel, budget, materials, work method, evaluation, and leadership are not statistically significant on the management of local government organizations.

**Keywords:** Factors; Local Administrative Organizations; Management

### Introduction

Local government is a necessary and important form of government in the political governance of different communities, especially those with democratic governance. Which is said in theory and the concept of government, it can be seen that the government, which is the mechanism for the administration of the state, has many obligations to manage the country for the people to enjoy, comfortable living. and to take care of national security, both politically, economically, and socially. But the government can't take care of and provide services to the people. As such, it reduces the burden of the government by allowing people to participate in self-government, in response to their needs of the community, for convenience, speed, and following the purpose that community, as a result, local government plays a role and importance (Chayabut, C.1996; Tiengtrong, C. 1975).

Development of local government organizations under different laws to provide management to meet the needs of the people for better living. The development is based on policies that are in line with the needs of the local people. Local administration should take into account the principles of good public administration, which is regarded as the government's policy that requires good government agencies for the benefit of the people, resulting in the achievement of effective state missions, creating value for the state's mission, reduce unnecessary operating procedures, and the people are facilitated and their needs are met. As well as requiring regular assessment of government performance as a guideline for the performance of government services of local government organizations to facilitate and meet the needs of the people in each area. Public administration is efficient and worthwhile for the benefit of the people.

At present, the economic, social, and political changes in the country's development have made the local area progressively prosperous, It is, therefore, imperative to improve the management style of the existing Thai local government organizations to suit the changing



economic, social, and political conditions for the local government organization to be able to perform its duties fully and efficiently to respond. needs of local people. Because some activities are local-specific, they are not related to other localities, which have different conditions.

This research study will study the factors affecting the management of local government organizations in terms of planning factors, operational factors, evaluation factors, and leadership factors of local government organizations. This research study was conducted in the area of Ban Khai District, Rayong Province, which has a total of 7 local administrative organizations. The information obtained from this research study will be of great benefit to the development of guidelines for improving the management of local administrative organizations in Ban Khai District, Rayong Province.

### Research objectives

The purpose of this study was to study the importance of factors affecting the management of local administrative organizations in Ban Khai District, Rayong Province.

### Methodology

The research study titled “Factors Affecting Management of Local Administrative Organizations in Ban Khai District, Rayong Province” has the following steps:

**Research Scope:** (1) (1) The scope of the study area is only for local government organizations in Ban Khai District, Rayong Province. (2) The demographic scope studied data from a sample group consisting of 160 people of administrators and local government officials in Ban Khai District, Rayong Province. The data will be studied from a two-question form. (3) The scope of study hours from February to March 2020. (4) Content scope: Study of opinions on factors affecting the management of local administrative organizations. These include planning factors, operational factors, evaluation factors, and leadership factors (Pusuwan, S.1990; Panchawisut, S.1998; Eawwiboon, W.1998; Maneekorn, E. 1999).

The population used in this research was personnel of local government organizations in Ban Khai District, Rayong Province, consisting of administrators and local government officials, totaling 160 people as shown in Table 1.

Table 1 Information of sub-district employees in Ban Khai District

Local government organizations in Ban Khai District	Executives/local government officials (Persons)
Ban Khai Subdistrict Municipality	19
Chakok Subdistrict Municipality	21
Ban Khai Phatthana Subdistrict Municipality	18
Nong Lalok Subdistrict Administrative Organization	22
Nong Taphan Subdistrict Administrative Organization	11
Ta Khan Subdistrict Administrative Organization	29
Bangbut Subdistrict Administrative Organization	19



Local government organizations in Ban Khai District	Executives/local government officials (Persons)
Nong Bua Subdistrict Administrative Organization	21
<b>Total</b>	<b>160</b>

[Source: Local Ban Khai District]

**Research tools:** Create a tool to collect data in the form of a query (Questionnaire), By researching textbooks, related research to bring improvements following the research subject. The tools used to collect this research data are divided into 2 parts:

Part 1 The personal characteristics of the respondents were gender, age, education level, affiliation, work experience, salary level, domicile, training in work efficiency, knowledge and understanding of event planning, operational knowledge, performance evaluation, and leadership of the respondents. This will allow you to know the details of the respondents. These data will be used to screen the questionnaire to further analyze the opinions to determine the significance of the factors.

Part 2 questions about factors affecting the management of local government organizations divided into planning factors, operating factors, evaluation factors, and leadership factors. The questionnaire is a rating scale with 5 levels. the importance of the following grading levels:

When thinking that it affects the management the most, give 5 points

When thinking that it affects the management a lot, give 4 points

When thinking that it had a moderate effect on management, give 3 points.

When thinking that there is little effect on management, give 2 points.

When thinking that it had the least effect on management/no at all, 1 point.

**Method of data collection:** The research has conducted data collection according to the following steps. (1) Request a letter from the Office of Wiriya Service, Nakhon Ratchasima Rajabhat University to introduce the researcher to the local administrative organization in Ban Khai District, Rayong Province by asking for cooperation to send a questionnaire to the target population of 160 people. (2) Conducting the questionnaire manually and collecting data takes approximately 30 days. (3) Collect and check the completeness of the questionnaire, then analyze and process it with computer tools using a packaged program.

**Data Analysis and Processing:** (1) Upon collecting the data, check the completeness and correctness of the data obtained from the questionnaire. (2) Save the data from the query into a code (Coding Sheet). (3) Then the data obtained and processed by the software package, in which the general data of the respondents were considered, the frequency, the lowest age percentage, the highest age, the standard deviation, and the mean age in the part Factors affecting the management of local administrative organizations are considered group score mean and standard deviation. (4) Criteria to consider the average level division, for the criteria used in the scoring analysis on the importance of factors affecting the management of local administrative organizations, by averaging the scores according to the criteria based on the criteria (Criterion Reference) 5 levels. Criteria must be given that all levels have the same score range, the highest score is 5, the lowest score is 1 interval (range) of all scores =  $5 - 1 = 4$ , there are 5 levels, so each level has a gap of  $= 4 / 5 = 0.8$  (Ketsing, W., 1995), The average criterion for categorizing the priority is as follows:

Mean 1.00–1.80 mean lowest level.



Mean 1.81–2.60 means low level.  
Mean 2.61–3.40 means moderate.  
Mean 3.41–4.20 means high level.  
Mean 4.21–5.00 mean the highest level.

## Results

A research study on factors affecting management of local government organizations, a case study of local government organizations in Ban Khai District, Rayong Province.

### **The results of the analysis of the importance of factors affecting the management of local government organizations**

The results of the quantitative analysis of various factors, the management of the local administrative organization of 160 people, using mean and standard deviation. The results of the analysis are presented as a whole and by side, the results are presented as follows: The planning factor had an average of 3.92 total priorities. First, the implementation plan to achieve the objectives has a priority value of 4.05. Second, publicize the mission of the local government organization to the public to participate in the preparation of the priority value plan 4.01. And 3rd place assigned duties and responsibilities for the implementation of the plan, the priority value 4.01, as shown in Table 1.

Table 1 Importance of planning factors in the management of local administrative organizations.

<b>The planning factor</b>	<b>X</b>	<b>S.D.</b>	<b>Mean</b>
1. Carry out important operational processes following the tasks considered and determined by the management.	3.84	0.85	High
2. The budget is spent following the plans, regulations, and relevant laws.	3.86	0.97	High
3. There is a plan to work to achieve the objectives.	4.05	0.89	High
4. The prepared plan clearly defines the objectives, goals, operating methods, budgets, manpower, and periods.	3.88	0.91	High
5. Communicating to personnel responsible for implementing the plan understandably and thoroughly.	3.81	0.91	High
6. The duties and responsibilities for the implementation of the plan are assigned.	4.01	0.96	High
7. Operate according to the plans and policies laid down to make the operation faster.	3.99	0.92	High
8. Public relations about the mission of the local government organization to the public to participate in the preparation of the work plan.	4.01	0.95	High
<b>Total</b>	<b>3.92</b>	<b>0.77</b>	<b>High</b>

The operational factors were found to be the top three overall priority averages: Ranked 1st in budget with a total average of 3.76. The second place, The Operation method, has an average of 3.74 overall priorities. And ranked 3rd in material and equipment with an average of 3.69 in total importance.



**The Personnel:** The top three issues of collective importance are: First, personnel are united and cooperate in their work with a total priority of 4.08. The second-place personnel is overflowing with enthusiasm and attention to work with a total priority of 3.91. And ranked third, personnel who have the skills and knowledge in using materials, equipment, tools, technology in operation, have a total significance of 3.70.

**The budget:** The top three issues of total importance are: First, budget expenditures were following relevant regulations and laws with a total priority of 3.82. Second, there is a clear budget expenditure plan and procurement plan with a total priority of 3.75. And 3rd place, budget allocation for administration in each section with clear rules and regulations, with a total significance of 3.72.

**The material and equipment:** The top three issues of total importance are: First, the technology used is state of the art, resulting in efficient operation with a total priority of 3.73. Second, the fast material procurement process resulted in inefficient operation with a total priority of 3.70. Third has sufficient equipment to operate with a total priority value of 3.72. and the materials used are in perfect condition, making the operation efficient with a total priority of 3.72.

**The Operation method:** The top three issues of total importance are: First place, the management structure in each section/division is clear with a total priority of 3.84. Second, there was coordination between divisions/divisions, making the operations efficient with a total priority of 3.80. And the third-place has an analysis of internal and external environmental factors that influence work performance before starting work 3.58, as shown in Table 2.

Table 2 Importance of operational factors to the management of local administrative organizations

Operational factors	X	S.D.	Mean
<b>The Personnel</b>	<b>3.68</b>	<b>0.73</b>	<b>High</b>
1. Personnel manpower is sufficient for the increasing amount of work.	3.55	0.95	High
2. Personnel have knowledge and skills in using materials, equipment, tools, technology in operation.	3.72	0.84	High
3. Personnel have knowledge and understanding of regulations related to the work performed.	3.72	0.87	High
4. Personnel are thorough in their work.	3.64	0.90	High
5. Personnel have unity and cooperation in the operation.	3.82	0.94	High
6. Personnel are motivated to work.	3.57	1.00	High
7. Personnel are enthusiastic and attentive in their work.	3.75	0.99	High
<b>The budget</b>	<b>3.76</b>	<b>0.77</b>	<b>High</b>
1. The budget allocated by the state is sufficient for administration.	3.36	1.00	High
2. The allocation of budgets for the administration of each part has clear rules and regulations.	3.70	0.88	High
3. There is a clear budget expenditure plan and procurement plan.	3.91	0.95	High





Operational factors	X	S.D.	Mean
4. Budget spending is following relevant regulations and laws.	4.08	0.92	High
<b>The material and equipment</b>	<b>3.69</b>	<b>0.78</b>	<b>High</b>
1. Adequate materials and equipment for operation	3.60	0.93	High
2. The materials and equipment used are in perfect condition for efficient operation.	3.60	0.93	High
3. The technology used is modern, resulting from the inefficient operation.	3.73	0.95	High
4. Fast material procurement process results in inefficient operation.	3.70	0.96	High
5. All operational resources are regularly allocated to enable the organization to achieve the best results in effectiveness and efficiency.	3.64	0.82	High
6. The workplace is suitable to support the operation effectively.	3.84	0.92	High
<b>The Operation method</b>	<b>3.74</b>	<b>0.84</b>	<b>High</b>
1. There is an analysis of internal and external environmental factors that influence the performance of work before starting work.	3.58	0.96	High
2. The management structure in each division/division is clear.	3.84	0.94	High
3. There is coordination between divisions/divisions to make the operation more efficient.	3.80	0.96	High

As for the evaluation factors, it was found to have an average of 3.66 in total importance, with the top three of the top three areas being of the highest importance as follows: First, the recommendations obtained from the assessment results for improvements promptly and with proper implementation have a priority value of 3.71. Second, there is a follow-up on the effectiveness of the operational process, so it is possible to determine whether the implemented policy is successful or not, with a priority value of 3.68. And Third, compares the performance with other organizations with the same operating characteristics, the priority value is 3.59, as shown in Table 3.

Table 3 Importance of evaluation factors on the management of local administrative organizations

The evaluation factor	X	S.D.	Mean
1. Comparison of operational efficiency with other organizations with the same operating characteristics.	3.59	0.91	High



2. There is a follow-up on the effectiveness of the operational process to determine whether the implemented policy has been successful or not.	3.68	0.87	<b>High</b>
3. Use the suggestions obtained from the assessment results to improve and rectify promptly and operate appropriately.	3.71	0.93	<b>High</b>
<b>Total</b>	<b>3.66</b>	<b>0.82</b>	<b>High</b>

The leadership factor had an average of 3.87 overall priorities, with the top three areas having the highest overall importance as follows: First, supervisors/executives have a good relationship with the personnel of the organization with a level of importance 3.98. Second, personnel in the agency have respect and obey the supervisor/management value of 3.93. And Third, the policies of various departments/divisions within the agency are responded to by the management in the implementation of the priority value 3.91, as shown in Table 4.

Table 4 Importance of Leadership Factors in Local Administrative Organization Management

<b>Leadership Factors</b>	<b>X</b>	<b>S.D.</b>	<b>Mead</b>
1. Local supervisors/managers have the skills, knowledge, and ability to manage the work following the rules and regulations applicable in the local government organization.	3.84	1.00	<b>High</b>
2. The supervisor/manager has a good relationship with the personnel of the unit.	3.98	1.02	<b>High</b>
3. Leaders in the department can control the management and management methods to make the operation more effective.	3.83	1.06	<b>High</b>
4. Personnel in the agency have respect and obedience to supervisors/executives.	3.93	1.00	<b>High</b>
5. Supervisors/managers of the unit give equal importance to personnel.	3.84	0.98	<b>High</b>
6. Supervisors/managers of the unit decide issues with due diligence and fairness when conflicts arise within the organization or between co-workers.	3.76	1.03	<b>High</b>
7. Policies of divisions/divisions within the organization are responded to by management for implementation.	3.91	0.89	<b>High</b>
8. Supervisors/managers listen and pay attention to the opinions of their subordinates and implement them.	3.85	1.04	<b>High</b>
9. Supervisors/managers are responsible for the organization's responsibility to ensure that there are no errors in the organization and to accept the condition that appears no matter what.	3.87	1.01	<b>High</b>
<b>Total</b>	<b>3.87</b>	<b>0.89</b>	<b>High</b>

## Discussion

The results of the research were discussed as follows:

1. The respondents had knowledge and understanding of job planning, operations, performance evaluation, and leadership. It was found that most of them were at a moderate level. Therefore, the local government organization should increase the capacity of personnel



in these areas to a considerable extent by increasing the training to increase the efficiency of work in various fields. Because in the management of local governments, these factors are important.

2. Factors in planning: found to be important for the management of local government organizations are; An operational plan must be established to achieve the objectives, Ready to publicize the main mission of the local government organization to the public so that the people can participate in the preparation of the plan. Operational responsibilities are assigned to personnel to comply with the plans and policies laid down. The prepared plan must clearly define the objectives, goals, operating methods, budgets, manpower, and periods, and must control budget expenditures following plans, regulations, and relevant laws. And carry out the work according to the important operational processes according to the tasks that have been considered, and determined by the management by communicating to the person responsible in the line of operations to understand the plans thoroughly (Wiratnipawan, W.2005).

3. Implementation factors: found to be important for the management of local government organizations: The expenditure budget should be following relevant regulations and laws, with budget expenditure plans and procurement plans clear, As well as allocating budgets for administration in each department, there should be clear and sufficient procedures for management, including: (1) In terms of operational methods, the management structure in each division/division should be clear and coordinated between divisions/divisions in the organization to achieve high efficiency, Along with the study and analysis of internal and external environmental factors that influence work performance before starting work. (2) The materials and equipment of the workplace should be appropriate to support efficient operation. The technology used should be up-to-date and in perfect condition. There are sufficient materials and equipment to perform the task. If the working material is damaged or insufficient, the material procurement procedure should be expedited. Operational resources are allocated evenly and consistently so that the organization achieves the best results in terms of effectiveness and efficiency. (3) Personnel in the organization should have unity, cooperation, enthusiasm, and attention to work. Have knowledge and skills in using materials, tools, including technology in operation. Have knowledge and understanding of the regulations involved in the work being performed and are thorough in the performance of work. Managers should increase operational motivation and allocate personnel to sufficient manpower to meet the increasing workload (Kasemsin, S. 1980).

4. Assessment factors: found that it is important for the management of local government organizations is to apply the recommendations obtained from the assessment results to improve and keep up with the current events are operating properly, Follow-up assessment of the effectiveness of the operational process to determine whether the implemented policy is successful or not, Performance was compared to other organizations with similar operating characteristics.

5. Leadership factors: found that it is important for the management of local government organizations, namely, supervisors or administrators should build good relationships with personnel in the agency to make subordinates to be respectful, obedient, ready to listen, and pay attention to the opinions of subordinates. Including considering the policies of various divisions/divisions within the organization by implementing close supervision in order not to cause errors in the organization. And know how to accept the conditions that appear, which, in any case, are ready to train to increase skills, knowledge, and ability to manage the work following the rules and regulations in force in the local government organization. Able to control management to make operations more effective and resolve issues with due diligence

[20]





and fairness when conflicts arise within the organization or between colleagues (Dockthaisong, B. 1994).

## Recommendation

**1. General recommendation:** The management of local government organizations should be strengthened to effectively check and balance powers. This can be done by working together with the people by encouraging people to have knowledge and understanding of their roles which will affect the local government organization and be able to participate in the planning process of the administration of the local government organization properly. These will affect local government organizations to manage their work with transparency, reduce corruption problems, as well as spend their budgets more efficiently.

To promote the potential of local government organizations such as executives, members of the SAO Council, Municipal council members, and local employees to have knowledge and understanding of their roles and duties, as well as relevant laws and regulations to work properly, such as Provide training to educate the newly elected chairman of the council, Permanent Secretary, Subdistrict Administrative Organization, The head of the new government agency appointed. And coordination of educational units to participate in the development of potential for local administrative organizations, etc.

Good governance in local government is an important guideline for local development, improving the quality of life of the people in the sub-district, Creating a peaceful coexistence that contributes to sustainable development, and is a great addition to strengthening or reinforcing the community. At present, good governance of local government organizations should be based on six key principles:

**Rule of Law:** is the issuance of local rules or regulations by opening a platform for people to express their opinions on local regulations to be promulgated. This is to ensure that the regulations are fair, acceptable to the community, and the community agrees to comply with these regulations.

**Moral principles:** including adherence to accuracy, goodness, honesty, sincerity, diligence, patience, and discipline by campaigning for local administrators, local council members. And local employees uphold this principle in performing their duties as an example to the community.

**Transparency Principles:** This includes building mutual trust between local governments and people by improving the transparency of local working mechanisms, honest and useful information is disclosed, People can easily understand and access information conveniently, And there is a process for people to check the correctness.

**Participation principle:** including giving people the opportunity to participate in the management of the local government organization, and propose various opinions whether on the preparation of development plans of local government organizations, proposing the draft district regulations, Being a director in procurement-procurement or other.

**Responsibilities:** including awareness of rights and duties, a sense of responsibility to the community, Taking care of the community's public problems, and actively solving problems. in which the administration of the local government organization must truly work for the best interest of the people

**Cost-effectiveness principle:** This includes the management and use of limited resources to maximize the benefits of participation by campaigning for people to be economical according to the principle of self-sufficiency.



**2. Further research recommendation:** Further research should be conducted by defining the scope of research that focuses on the study of factors that are important to the management of each department, In which the local government organization has divided the work into several parts, such as the Office of the Permanent Secretary, the Treasury Division, the Technician Division, the Waterworks Division, the Public Health Division, the Religious and Cultural Education Section, etc. The nature of the work in each section is different and therefore it is necessary to study the specific focus of each type of work in detail in every aspect as well as additional studies from the people receiving services as well. The data in this study is from the service provider side only. In addition, the satisfaction of the service recipients should be studied to what extent they are to benefit the efficiency of the local government organization further.

## References

- Chayabut, C. (1996). *Thai local government*. Bangkok: Pichanat Printing Center Co., Ltd.
- Dockthaisong, B. (1994). *Organization Management*. 4<sup>th</sup> edition. Bangkok: Chulalongkorn University Printing Press.
- Eawwiboon, W. (1998). *Potential in the performance of the Sub-District Administrative Committee*. Bangkok: National Institute of Development Administration.
- Kasemsin, S. (1980). *Modern personnel management*. 7<sup>th</sup> Edition. Bangkok: Thai Wattana Panich.
- Ketsing, W. (1995). *Average and Interpretation: Simple things that sometimes can be missed*. Journal of Research News.
- Maneekorn, E. (1999). *Efficiency in the performance of the sub-district administrative organization administrative committee, study the case of Mukdahan Province*. Master of Engineering Research Project, School of Engineering: Suranaree University of Technology.
- Panchawisut, S. (1998). *Factors Affecting Success of Village Water Supply Administration: A Case Study of Large Village Water Supply in Ubon Ratchathani Province*. Master of Social Science Development Thesis: National Institute of Development Administration.
- Pusuwan, S. (1990). *Factors affecting the success of the savings group for production*. Master of Social Science Development Thesis: National Institute of Development Administration.
- Tienstrong, C. (1975). *Local administration of Thailand*. Bangkok: Thammasat University Printing House.
- Wiratnipawan, W. (2005). *Management and administration of the development of constitutional organizations and state departments*. Bangkok: Nititham Publishing House.