

# An Assessment of Village Committee Members' Opinions on Governance Based on Good Governance Principles of the Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province\*

**Phra Somsak Kosawaro (Phadungrat)<sup>1</sup> and Phairat Puenchomphu<sup>2</sup>**

*Mahamakut Buddhist University, Thailand*

<sup>1</sup>E-mail: kosawaro@gmail.com

<sup>2</sup>E-mail: phairat1990@gmail.com

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## Abstract

This research aims to 1) study the opinions of village committees on good governance management, 2) compare opinions on good governance management, and 3) study recommendations on good governance management. This research is a quantitative research. Data were collected using questionnaires from a sample of 114 people. Data were analyzed by finding the mean and standard deviation, analyzing with t-test (Independent Samples) for gender, and performing F-test (One-wayANOVA) for age and education level.

The research results found that 1. The opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province were at a high level overall. When considering each aspect, all six aspects were at a high level, ranked from the aspect with the highest to lowest average values: the principle of value for money, the principle of transparency, the principle of morality, the principle of responsibility, the principle of participation, and the principle of the rule of law, respectively. 2. The results of the hypothesis testing found that the village committees with different genders, ages, and education levels had no different opinions on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province overall. 3. The recommendations from this research, ranked from highest to lowest frequency, were as follows: administrators should administer work based on correctness and the needs of the people as the main principles; administrators and subdistrict staff should create good awareness in performing their duties; and they should manage and use limited resources with consideration of the principle of economy, using things to their full potential to create the greatest benefit for the community.

## Citation



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## Introduction

Good Governance consists of six main principles: Rule of Law, Ethics, Transparency, Participation, Accountability, and Value for Money. These are similar to many Thai words such as good governance, Dharmarat, or Dharma Governance. In 1989, the World Bank used this concept in determining its lending policy to countries in the Global South to solve the problems of inefficiency and corruption of governments in developing countries because they could not find the money to repay the loans they borrowed from the World Bank. As for Thailand, the economic collapse that began in 1997 forced Thailand to borrow money from the IMF, which forced Thailand to adopt the World Bank's concept of Good Governance (Yuwaboon, 2000). In addition, Thai academics at that time demanded fairness in society, allowing all parties to participate in the administration of the country. This is another reason why Good Governance or Western-style governance has gradually entered Thai society in the same direction as the evolution of politics and governance in the democratic system and the direction of Thai state management (Uwanno, 2001).

The village, which is an administrative and governmental organization at the grassroots level, is close to the people. According to the Local Administration Act (No. 11) B.E. 2551, in addition to defining the power and duties of the village headman and village elders in the administration of "relieving suffering and fostering happiness" for the villagers, it also stipulates that there must be a village committee to assist, advise and consult the village headman on matters that are under the authority of the village headman and perform other duties in accordance with the law or regulations of the government or as assigned by the district chief or as requested by the village headman. The village committee is the main organization responsible for integrating the preparation of the village development plan and managing activities carried out in the village together with other organizations in all sectors. The Department of Provincial Administration has organized training to increase the efficiency of the village committee every year so that the village committee is aware of the roles, missions and duties and can participate in the administration and development of the village effectively (Kasemsin, 1980).

Subdistrict Administrative Organization is a local administrative organization with independent power to administer and govern itself. However, over the past several years, Subdistrict Administrative Organization has encountered many problems, such as problems from the conditions of establishment, problems of authority and duties, problems of finance, problems of influence, problems of lack of administrative skills, and problems of management, etc. These many problems have led to the search for solutions to these problems. One concept that Subdistrict Administrative Organization has used to solve problems in the organization is the concept of good governance (Chaijaroenwattana and Li, 2001 : 48). Currently, the overall management of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province, still faces problems in implementing public policies regarding providing services to people in its service areas. The facilitation of public utilities to create a good life is still not complete. People still suffer from being taken advantage of. There are

few opportunities to access public services (Thailand Development Research Institute, 2000).

From the above reasons, the researcher is interested in studying the opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization. In terms of administration, how much do they adhere to the principles of good governance or give importance to the application of the principles of good governance in the administration of the Subdistrict Administrative Organization? This is to be a guideline for developing the Subdistrict Administrative Organization to be more efficient.

### **Objective**

1. To study the opinions of the village committees on the administration according to the principles of good governance.
2. To compare opinions on the administration according to the principles of good governance.
3. To study the suggestions on the administration according to the principles of good governance.

### **Literature review**

Good governance has become a vital foundation for effective and transparent local administration in Thailand. The principles of good governance—namely rule of law, transparency, accountability, participation, effectiveness, and equity—are widely recognized by both international organizations and Thai administrative bodies such as the Office of the Public Sector Development Commission (OPDC) and the Ministry of Interior (OPDC, 2006).

According to Bovens (2007), accountability is a cornerstone of democratic governance, especially in decentralized systems where local administrative organizations (LAOs) serve as key actors in delivering public services. In Thailand, the Subdistrict Administrative Organization (SAO) has become the primary mechanism for community engagement and local development since the decentralization reforms of the late 1990s (Nagai, Funatsu, & Kagoya, 2008). These organizations are mandated to promote participatory governance, enhance local decision-making, and build trust among community members.

Research by Chaiyasit (2016) emphasized that participation from local stakeholders, particularly village committee members, is essential for ensuring that the principles of good governance are not only codified but also practiced. Village committee members act as intermediaries between the local government and the people, conveying community needs while also overseeing administrative practices. Their perspectives can reveal the strengths and gaps in governance performance at the grassroots level.

Transparency, as discussed by Hood (2001), involves both the availability of information and the openness of decision-making processes. In the context of Thai local governance, transparency has often been linked to the publication of budgets, council meeting summaries, and development plans. However, empirical studies (e.g., Phongpaichit & Piriyaarangsarn, 1994) have shown that limited civic education and local

political culture can hinder meaningful transparency, leading to a gap between legal frameworks and actual practice.

Furthermore, effective governance entails not only the formulation of sound policies but also efficient service delivery. According to the United Nations Development Programme (UNDP, 1997), good governance must aim for results that meet the needs of the society while making the best use of resources. A study by Boonchai (2018) on several SAOs in northeastern Thailand found that organizational capacity, leadership quality, and community collaboration were key determinants of administrative effectiveness.

Additionally, equity and the rule of law play fundamental roles in ensuring fairness and justice in local administrative practices. Equity refers to impartial treatment and resource distribution, while rule of law emphasizes compliance with legal norms and the application of regulations without bias (World Bank, 1992). The challenge, as noted by Jitsuchon and Richter (2007), lies in aligning traditional patron-client relationships with modern legal-rational authority structures.

In summary, the opinions of village committee members offer critical insights into the implementation of good governance principles within subdistrict administrative organizations. Understanding their perspectives helps assess how governance ideals translate into administrative practice and what challenges remain in ensuring equitable, participatory, and effective local governance.

## Methodology

This research is a quantitative research. The researcher has proposed the research methodology according to the following steps:

1. Quantitative research the population and sample consisted of 159 village committee members in Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province, 12 villages, totaling 159 people. The researcher determined the sample size according to Taro Yamane's calculation formula, resulting in a sample size of 114 people.

2. Research instruments the researcher used a self-created questionnaire as a data collection tool, divided into 3 sections as follows: Section 1: Questionnaire on the personal factors of the respondents, including gender, age, and education level. The questionnaire was a checklist. Section 2: Questionnaire on the opinions of the village committee members on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province, 26 items, in the form of a rating scale, divided into 5 levels of measurement by setting scoring criteria (Srisat, 2010) and Part 3, an open-ended questionnaire to ask for suggestions for guidelines for developing the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province.

3. Data collection the researcher proceeded with the data collection according to the following steps:

- 3.1 Requested a letter of request from the Graduate School, Mahamakut Buddhist University, Roi Et Campus, to inform the village headmen of 12 villages in Kamphaeng Subdistrict, Kaset Wisai District, Roi Et Province, to request their cooperation in collecting data for the research.

3.2 The researcher collected the questionnaires by himself, explaining the details of the questionnaires to the sample group by distributing 114 questionnaires and received 114 questionnaires back, accounting for 100 percent.

3.3 Collected all questionnaires from the responses for further data analysis.

4. Data analysis the researcher checked the returned questionnaires for completeness and analyzed the data using a ready-made computer program. The steps are as follows:

4.1 Questionnaire Part 1 Personal factors of the respondents Analyze data by distributing frequency and percentage, including gender, age, and education level.

4.2 Questionnaire Part 2 Village committee opinions on good governance management of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province Analyze data by finding the mean and standard deviation according to the rating scale, which has 5 levels.

4.3 Analyze data to find differences in village committee opinions on good governance management of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province according to personal factors of the respondents Analyze using t-test (Independent Samples) for gender and perform F-test (One-way ANOVA) for age and education level.

4.4 Questionnaire Part 3 Suggestions for development of good governance management of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province Analyze data by finding the frequency and presenting it in a table with explanations.

## Results

The research results found that the opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province were at a high level overall. When considering each aspect, they were at a high level in all six aspects, ranked from the aspect with the highest average value to the lowest, namely, the principle of participation, the principle of morality, the principle of rule of law, the principle of responsibility, the principle of transparency, and the principle of value for money, respectively. When considering each aspect, it can be summarized as follows:

1. Rule of law It was found that the opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province, in terms of the principle of rule of law, were at a high level overall. When considering each item, they were at a high level in every item. The item with the highest average value was item 2, which stated, "The subdistrict administrative organization disseminates and publicizes the regulations to the public before they are enforced." The item with the lowest average value was item 4, which stated, "The subdistrict administrative organization has a clear work plan and publicizes it to the public."

2. Morality It was found that the opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province, in terms of morality, were at a high level overall. When considering each item, they were at a high level in every item. The item with the highest average score was Item 1, "The executives of the sub-district administrative organization and personnel perform their

duties with honesty and integrity based on morality and ethics.” The item with the lowest average score was Item 4, “The sub-district administrative organization has a goal of working for the happiness and well-being of the people.”

3. Transparency principle It was found that the public’s opinion on the administration according to the principles of good governance of Kamphaeng Sub-district Administrative Organization, Kaset Wisai District, Roi Et Province, was at a high level overall. When considering each item, it was at a high level in every item. The item with the highest average score was Item 2, “The sub-district administrative organization disseminates information via printed documents, announcements, meetings, and village bulletin boards.” The item with the lowest average score was Item 1, “The sub-district administrative organization openly discloses important information to the public, such as sub-district regulations, budget ordinances, and procurement.”

4. Participation principle It was found that the village committee’s opinion on the administration according to the principles of good governance of Kamphaeng Sub-district Administrative Organization, Kaset Wisai District, Roi Et Province, in terms of transparency, was at a high level overall. When considering each item, it was at a high level in every item. The item with the highest average value was item 2, “The sub-district administrative organization disseminates information through printed documents, announcements, meetings, and village bulletin boards.” The item with the lowest average value was item 1, “The sub-district administrative organization openly discloses important information, such as sub-district regulations, budget regulations, and procurement, to the public.”

5. Participation principles It was found that the opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Sub-district Administrative Organization, Kaset Wisai District, Roi Et Province, in terms of the principle of participation, were at a high level overall. When considering each item, they were at a high level in every item. The item with the highest average value was item 3, “The sub-district administrative organization organizes a public forum to announce its work and provide an opportunity for the public to express their opinions and suggestions.” The item with the lowest average value was item 5, “The sub-district administrative organization supports the establishment of community groups or organizations or supports the implementation of various activities.”

6. Responsibility principles It was found that the opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Sub-district Administrative Organization, Kaset Wisai District, Roi Et Province, in terms of the principle of responsibility, were at a high level overall. When considering each item, they were at a high level in every item. The item with the highest level was item 2, “The Subdistrict Administrative Organization has implemented projects and activities proposed by the people in a tangible manner.” The item with the lowest average value was item 4, “The Subdistrict Administrative Organization is attentive to solving the problems of the people fairly.”

7. The principle of value for money It was found that the opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province, in terms of the principle of value for money were at a high level overall. When considering each item, they were at a high level in every item. The item with the

highest level was item 3, “The Subdistrict Administrative Organization manages and uses resources economically to create maximum benefit.” The item with the lowest average value was item 2, “The Subdistrict Administrative Organization spends budget money to create maximum benefit for the local area and is most worthwhile.”

### **Discussion**

The opinions of the village committees on the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province, in all six aspects, were at a high level. This can be argued that the local administrative organization, which is the agency responsible for supervising and overseeing the operations of local administrative organizations, has implemented the Royal Decree on the Principles of Good Governance B.E. 2546, which is specified in Article 5 2 , stipulating that local administrative organizations must comply with the principles of good governance in various ways. Therefore, the results of the administration according to the principles of good governance of Kamphaeng Subdistrict Administrative Organization were at a high level overall, which was consistent with the results of the interviews with most of the target groups, which found that overall, Kamphaeng Subdistrict Administrative Organization, Kaset Wisai District, Roi Et Province, administered according to the principles of good governance at a high level, but this was not consistent with the research of Naraphat Khetwat, who conducted a research on the opinions of the public on the administration according to the principles of good governance of Wang Sapparos Subdistrict Administrative Organization, Khlung District, Chanthaburi Province. The research results found that the public had opinions on the administration according to the principles of good governance of Wang Sapparos Subdistrict Administrative Organization, overall, at the highest level, and this was not consistent with the research of Nongnuch Kongprakon, who conducted a research on Public opinion on the administration of Takotapi Subdistrict Administrative Organization in accordance with the principles of good governance, Prakhon Chai District, Buriram Province. The research results found that public opinion on the administration of Takotapi Subdistrict Administrative Organization in accordance with the principles of good governance, Prakhon Chai District, Buriram Province, was overall at a moderate level.

## New knowledge

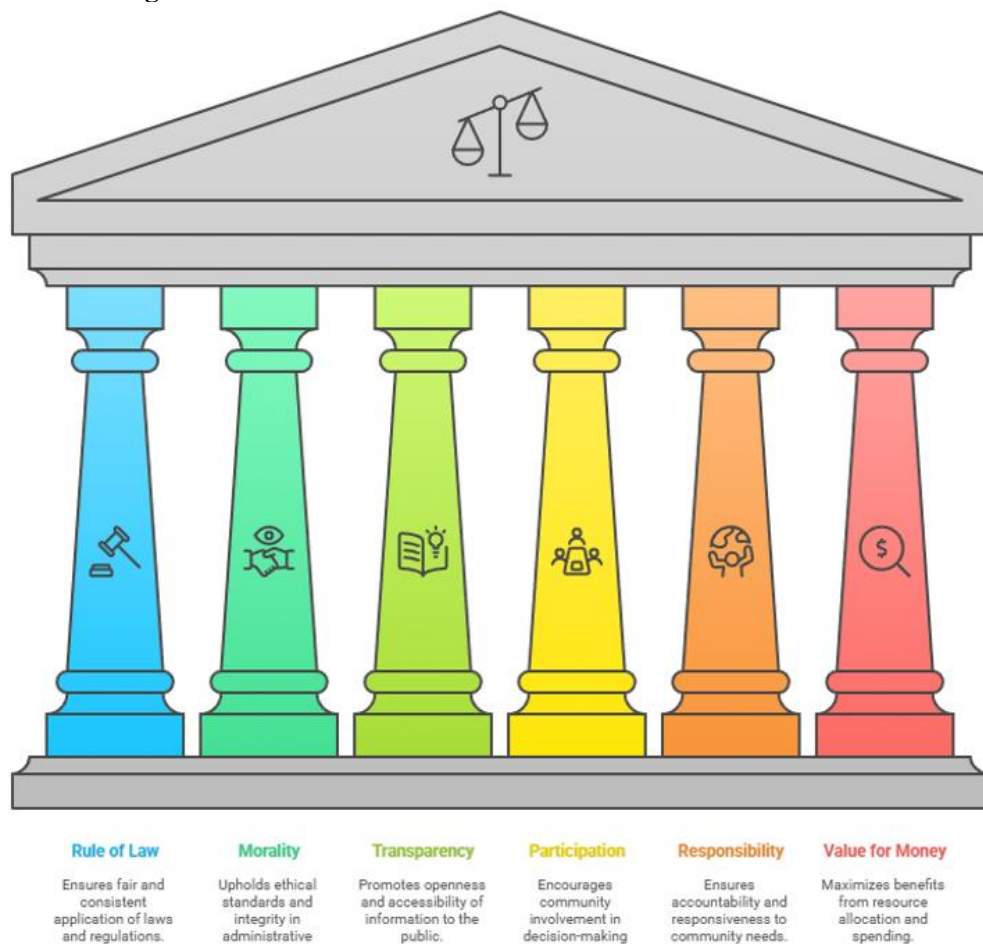


Figure 1 New knowledge, 2024

The image illustrates a Good Governance Framework in the form of a classical building with six colored pillars, each representing a core principle of good governance. Here's a description of each component:

### Structure of the Framework

- The structure resembles a classical Greek temple, symbolizing stability and integrity in governance.
- A balanced scale icon at the top emphasizes justice and fairness, the overarching aim of good governance.
- 

### The Six Pillars of Good Governance

#### 1. Rule of Law (Blue Pillar with a gavel icon)

- Definition: Ensures fair and consistent application of laws and regulations.
- Implication: Everyone is subject to the same legal framework, reducing corruption and arbitrary decision-making.



**2. Morality (*Green Pillar with an eye and scale icon*)**

- Definition: Upholds ethical standards and integrity in administrative actions.
- Implication: Officials and institutions should act honestly and ethically in the public interest.

**3. Transparency (*Light Green Pillar with a book icon*)**

- Definition: Promotes openness and accessibility of information to the public.
- Implication: Citizens should be informed about government processes and spending to foster trust.

**4. Participation (*Yellow Pillar with group icon*)**

- Definition: Encourages community involvement in decision-making processes.
- Implication: Governance should be inclusive, allowing stakeholders—especially at the grassroots level—to influence policies.

**5. Responsibility (*Orange Pillar with hands icon*)**

- Definition: Ensures accountability and responsiveness to community needs.
- Implication: Government bodies should answer for their actions and adjust based on citizen feedback.

**6. Value for Money (*Red Pillar with dollar icon*)**

- Definition: Maximizes benefits from resource allocation and spending.
- Implication: Public resources should be used efficiently to achieve the greatest impact.

**Purpose and Usage**

This visual framework is ideal for explaining governance concepts to officials, village committees, or the public. It serves as a diagnostic and evaluative tool for assessing how well local administrative organizations (such as the Kamphaeng Subdistrict Administrative Organization) adhere to these governance principles.

**Recommendation****Recommendations for Research****1. Strengthen the Rule of Law**

1.1 Promote legal awareness among both village committee members and SAO officials through regular training on laws and administrative regulations.

1.2 Establish a transparent and accessible complaint mechanism so that citizens can report violations or unfair practices confidently and safely.

1.3 Encourage consistent enforcement of rules without favoritism to build public trust in the SAO.

**2. Promote Ethical Governance and Morality**

2.1 Implement a **code of ethics** for SAO staff and village committee members, with clear sanctions for violations.

2.2 Conduct integrity-based workshops and leadership development programs to foster moral leadership at the local level.

2.3 Encourage public recognition of officials who demonstrate ethical and exemplary behavior.

### **3. Improve Transparency**

3.1 Enhance the accessibility of information related to SAO budget, planning, procurement, and operations by publishing it through online platforms and community notice boards.

3.2 Hold regular public hearings or "open house" events where citizens can ask questions about projects and finances.

3.3 Use digital tools (e.g., websites, mobile apps) to disseminate real-time updates and improve public monitoring.

### **4. Encourage Greater Participation**

4.1 Formalize structured participation mechanisms such as public forums, community planning sessions, and participatory budgeting.

4.2 Empower village committee members to act as representatives of citizens in all development projects and ensure their voices are integrated into policy decisions.

4.3 Promote inclusiveness by actively involving women, youth, the elderly, and marginalized groups in local governance activities.

### **Recommendations for Future Research**

1. Conduct comparative studies across multiple subdistricts to explore regional variations in governance performance.

2. Explore the impact of digital governance tools on transparency and participation at the local level.

3 Investigate the role of civil society and NGOs in enhancing accountability in subdistrict administration.

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