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DOI: 10.14704/nq.2022.20.5.NQ22530

## A STUDY OF MANAGEMENTAL EFFICIENCY OF LOCAL GOVERNMENT ORGANIZATIONS, THAILAND

*Sungu Kemphoon, Honyaya Chomuenpot, Worit Rusri, Watharaporn Jontanukul, Satchaya Laedehungapark, Pichitthikun Kueu-ngam, Nut Keauyuan, and Anandin Karmhuanthakit*

### Abstract

The formal and self-governing nature of the local government has an important effect on the rise of the position of local administrators, as well as members of local councils. Thus, Decentralization is a government where the state and the federal government formally surrender or delegate central administrative and administrative powers to other organizations. The purpose of this research was to study the efficiency of management of local government organizations, which was conducted in the area of Maha Sarakham Province, located in the northeastern region of central Thailand. The sample was 360 personnel under the local government organization in Maha Sarakham Province. The data collection tool was a questionnaire on the management efficiency of local government organizations. Analyze data with Mean and Standard Deviation. The results showed that the management efficiency of local government organizations overall was at a high level, sorted in descending order as follows; people's benefit and happiness, regular performance evaluation, facilitating and meeting of people's needs, operating procedures minimization, efficiency and cost-effectiveness of state's mission, achievement of state missions, and improving missions promptly respectively.

### Keywords

Efficiency; Management; Local government organization

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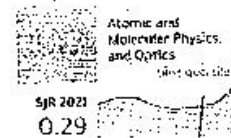
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# A Study of Management Efficiency of Local Government Organizations, Thailand

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## Abstract

*The formal and self-governing nature of the local government has an important effect on the rise of the position of local administrators, as well as members of local councils. Thus, Decentralization is a government where the state and the federal government formally surrender or delegate central administrative and administrative powers to other organizations. The purpose of this research was to study the efficiency of management of local government organizations, which was conducted in the area of Maha Sarakham Province, located in the northeastern region of central Thailand. The sample was 360 personnel under the local government organization in Maha Sarakham Province. The data collection tool was a questionnaire on the management efficiency of local government organizations. Analyze data with Mean and Standard Deviation. The results showed that the management efficiency of local government organizations overall was at a high level, sorted in descending order as follows; people's benefit and happiness, regular performance evaluation, facilitating and meeting of people's needs, operating procedures minimization, efficiency and cost-effectiveness of state's mission, achievement of state missions, and improving missions promptly respectively.*

**Keywords:** Efficiency; Management; Local government organization

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NeuroQuantology 2022;20(5):1393-1406



## 1. Introduction

Good management must aim to create a good management system that takes place in all parts of Thai society, including government, business, and people, with a transparent and strong audit mechanism at the same time (Office of the National Economic and Social Development Board (2011: 7). The fact that the local government has an official and self-governing nature of the people will have an important effect on the rise to the position of the local administrator. Decentralization is the government whereby the state and the federal government formally surrender or delegate central administrative and administrative powers to other organizations. The principal declarations and guidelines for delegation of power are provided by law or by major national policies and organizations that can be authorized by the federal government to be independent in decision-making, can have assets, have a regular expenditure budget and an additional expenditure budget to be prepared following the rules and procedures prescribed by the Ministry of Interior. There is a clear authority, including having personnel as well as executives and elected councils of the people to serve the people within a certain area that is clearly defined as the organization that can accept the powers that the central government has given up on this it has been called "local government organization" (Puang-ngam, K., 2009: 4-5).

Creating or developing people to be effective is a very necessary factor for both public and private organizations, especially nowadays that the advancement in academics and technology is very fast, Organizations or institutions need to have more knowledgeable and efficient personnel acting as supervisors at different levels. Although new scientific tools have been developed to replace more and more widely, such as computers, they cannot be used to replace leaders or

administrators of an organization. But the computer can be used to help leaders work more efficiently. "People" are therefore an important and necessary factor in acting as leaders or executives at various levels of organizations or organizations that will lead the organization to success or goals. Therefore, to be a great leader or a successful leader, you must manage three factors effectively and efficiently: Self-management to be an effective leader. People management is the co-worker or subordinate who intends to perform the duties of the organization or agency to the best of their ability. And effective management until the results are achieved and the objectives and goals set forth are achieved (Vitayaudom, W., 2007: 25).

The Ministerial Regulation on the division of government departments, Department of Local Administration, Ministry of Interior 2008 stipulates that the Department of Local Administration has a mission to support local government organizations, by developing and giving advice and advice to local government organizations in the preparation of local development plans, personnel management, finance, finance, and management in order to strengthen local government organizations and have the potential to provide public services which has missions in accordance with the powers and duties set forth in accordance with the ministerial rules and guidelines and methods of providing services to the service recipients of the Department of Local Administrative Promotion in each mission as follows: Set guidelines and prepare general standards on personnel management of local government organizations in accordance with the law on local personnel administration, personnel development of local administrative organizations and departments, Develop knowledge, skills and competencies of personnel of local government organizations in accordance with operational competence and training needs (Department of Local

1:



Administration, Ministry of Interior, 2013: 1-3).

This article is part of a research paper titled **Personal Factors of the President of Local Government Organizations Influencing the Management Efficiency of Local Government Organizations in Maha Sarakham Province.**"

## 2. Objectives

The purpose of this study was to study the efficiency of management of local government organizations in Maha Sarakham Province.

### Research Scope

**Population and Sample:** The population is personnel under the local government organization in Maha Sarakham Province, totaling 3,575 people (Maha Sarakham Provincial-Local Office, 2021). The sample group consisted of 360 personnel belonging to local administrative organizations in Maha Sarakham Province, using the formula (Yamane, 1973: 727) and Cluster Random Sampling, and finding the proportion of samples in each village.

**Content:** The management efficiency of local government organizations consists of (1) People's benefit and happiness, (2)

Achievement of state missions, (3) Efficiency and cost-effectiveness of state's mission, (4) Operating procedures minimization, (5) Improving missions promptly, (6) Facilitating and meeting of people's needs, and ( 7) Regular performance evaluation.

**Area:** Areas used in this research study were local government organizations in Maha Sarakham Province.

**Research period:** This research period Between February-April 2021

### Methodology

**Population and Sample:** The population is personnel under the local government organization in Maha Sarakham Province, totaling 3,575 people (Maha Sarakham Provincial-Local Office, 2021). The sample group consisted of 360 personnel belonging to local administrative organizations in Maha Sarakham Province,

using the formula (Yamane, 1973, p. 727) and Cluster Random Sampling, and finding the proportion of samples in each village.

**Research Tools:** It is a questionnaire created by reviewing the relevant literature by creating questions to cover the intended study objectives. The questionnaire structure is divided into 3 parts as follows.

Part 1 is a questionnaire on the physical factors of respondents. It is a checklist form to explore the basic information of the respondents.

Part 2 is a questionnaire on the efficiency of management of local government organizations in Maha Sarakham Province in seven areas: People's benefit and happiness, Achievement of state missions, Efficiency and cost-effectiveness of state's mission, Operating procedures minimization, Improving missions promptly, Facilitating and meeting of people's needs, and Regular performance evaluation The questionnaire was a 5-level Likert estimation scale.

**Data Collection:** The researcher submitted a letter requesting permission from the administrators of a local administrative organization in Maha Sarakham Province to request permission to collect information from personnel under which the procedures are as follows; (1) Collecting data with the sample group, which is personnel under the local administrative organization in Maha Sarakham Province. (2) In collecting data from personnel under the local administrative organization in Maha Sarakham Province, the researcher stated the purpose of collecting data until the respondents had a good understanding of the objectives and questions, and then answered the questionnaire. (3) After collecting the data, the collected questionnaires were used to verify the completeness of the responses until the number of samples used in the research was used for further analysis.

**Data analysis:** Data from the questionnaires collected, the researcher will check the accuracy and completeness

1:



of the data in every questionnaire which uses a computer program to process and analyze the data. The level of management efficiency of local government organizations was analyzed by Mean and Standard Deviation. Then compared with the mean semantic criterion according to the spectral amplitude formula as follows (Singhalert, R., 2008: 186).

The five levels of efficiency score criteria are as follows:

1.00-1.80 means efficiency is at the lowest level.

1.81-2.60 means efficiency is at a low level.  
 2.61-3.40 means the efficiency is moderate.  
 3.41-4.20 means efficiency is at a high level  
 4.21-5.00 means efficiency is at the highest level

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#### 4. Results

The results of the analysis of the level of management efficiency of local government organizations in Maha Sarakham Province as a whole and classified by aspects.

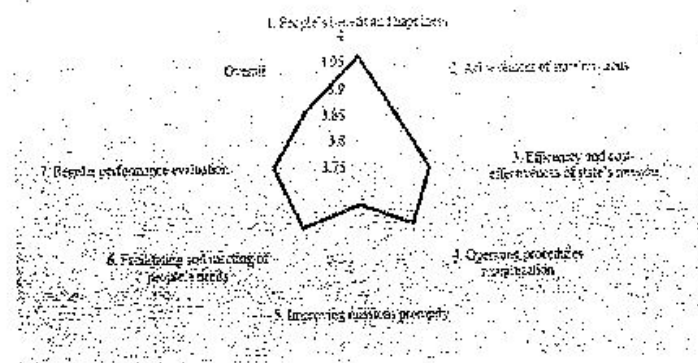
**Table 1** Mean, Standard Deviation of the results of the analysis of management efficiency of local administrative organizations as a whole and classified by aspects

Management Efficiency of Local Government Organizations	Efficiency Level			
	$\bar{X}$	S.D.	Meaning	Order
1. People's benefit and happiness	3.96	0.92	High	1
2. Achievement of state missions	3.87	0.98	High	6
3. Efficiency and cost-effectiveness of state's mission	3.89	0.96	High	5
4. Operating procedures minimization	3.90	0.93	High	4
5. Improving missions promptly	3.82	0.98	High	7
6. Facilitating and meeting people's needs	3.91	0.94	High	3
7. Regular performance evaluation	3.92	0.96	High	2
Overall	3.90	0.92	High	-





### Management Efficiency of Local Government Organizations



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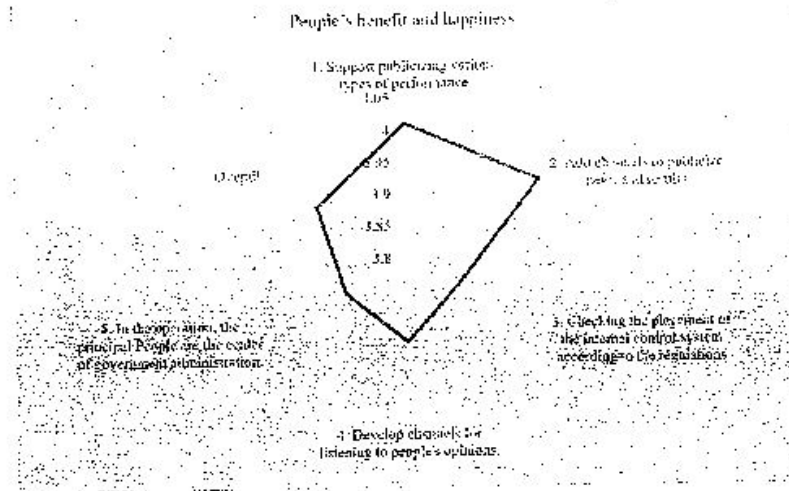
**Graph 1: Management Efficiency of Local Government Organizations**

From Table 1 and Graph 1, the efficiency of management of local administrative organizations in Maha Sarakham Province as a whole and classified by aspects, it was found that the overall level was at a high level ( $\bar{X} = 3.90$ ). Sorted in descending order as follows: People's benefit and happiness ( $\bar{X} = 3.96$ ), Regular performance evaluation ( $\bar{X} = 3.92$ ), Facilitating and meeting of people's needs ( $\bar{X} = 3.91$ ), Operating procedures minimization ( $\bar{X} = 3.90$ ), Efficiency and cost-effectiveness of state's mission ( $\bar{X} = 3.89$ ), Achievement of state missions ( $\bar{X} = 3.87$ ), Improving missions promptly ( $\bar{X} = 3.82$ ) respectively.

**Table 2 Mean and standard deviation of the management efficiency level of local administrative organizations classified by people's benefit and happiness.**

People's benefit and happiness	$\bar{X}$	S.D.	Meaning
1. Support publicizing various types of performance	4.01	0.93	High
2. Add channels to publicize news and results	4.04	0.92	High
3. Checking the placement of the internal control system according to the regulations	3.89	0.99	High
4. Develop channels for listening to people's opinions.	3.93	0.85	High
5. In the operation, the principal People are the center of government administration.	3.91	0.91	High
Overall	3.96	0.92	High





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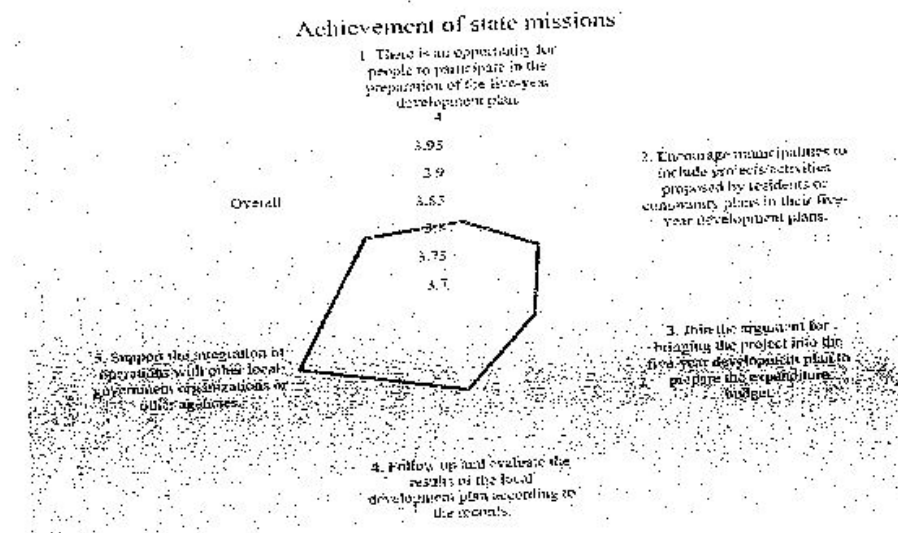
**Graph 2:** People's benefit and happiness

From Table 2 and Graph 2, the management efficiency of local government organizations classified by people's benefit and happiness was found overall level was at a high level ( $\bar{X} = 3.96$ ). , Sorted in descending order as follows: Add channels to publicize news and results ( $\bar{X} = 4.04$ ), Support to publicize various types of performance ( $\bar{X} = 4.01$ ), Develop channels for listening to people's opinions ( $\bar{X} = 3.93$ ) In the operation, the principle People are the center of government administration ( $\bar{X} = 3.91$ ), Checking the placement of the internal control system according to the regulations ( $\bar{X} = 3.89$ )

**Table 3** Mean and Standard Deviation of Management Efficiency Level of Local Administrative Organizations Classified by Each Item in Achievement of State Missions

Achievement of state missions	$\bar{X}$	S.D.	Meaning
1. There is an opportunity for people to participate in the preparation of the five-year development plan.	3.81	0.94	Moderate
2. Encourage municipalities to include projects/activities proposed by residents or community plans in their five-year development plans.	3.83	0.98	High
3. Join the argument for bringing the project into the five-year development plan to prepare the expenditure budget.	3.82	0.89	High
4. Follow up and evaluate the results of the local development plan according to the records.	3.89	0.99	High
5. Support the integration of operations with other local government organizations or other agencies.	3.99	1.10	High
Overall	3.87	0.98	High



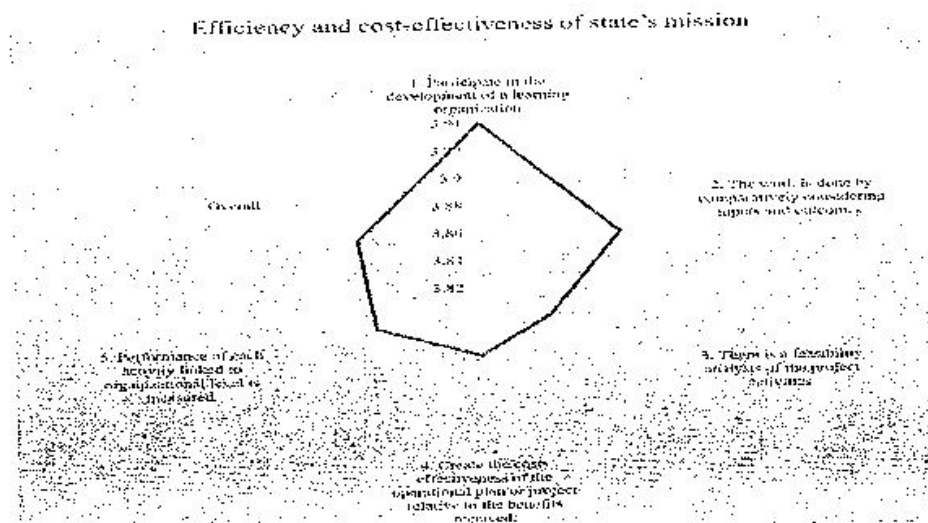


**Graph 3: Achievement of state missions**

Table 3 and Graph 3 the Management Efficiency Level of Local Administrative Organizations Classified by Each Item in Achievement of State Missions as overall was at a high level ( $\bar{X} = 3.87$ ), Sorted in descending order as follows: Support the integration of operations with other local government organizations or other agencies ( $\bar{X} = 3.99$ ), Follow up and evaluate the results of the local development plan according to the records ( $\bar{X} = 3.89$ ), Encourage municipalities to include projects/activities proposed by residents or community plans in their five-year development plans ( $\bar{X} = 3.83$ ), Join the argument for bringing the project in the five-year development plan to prepare the expenditure budget ( $\bar{X} = 3.82$ ), There is an opportunity for people to participate in the preparation of the five-year development plan ( $\bar{X} = 3.81$ ).

**Table 4** Mean and standard deviation of the management efficiency level of local administrative organizations classified by the item on efficiency and cost-effectiveness of state's mission

Efficiency and cost-effectiveness of state's mission	$\bar{X}$	S.D.	Meaning
1. Participate in the development of a learning organization	3.94	0.96	High
2. The work is done by comparatively considering inputs and outcomes.	3.90	0.94	High
3. There is a feasibility analysis of the project activities.	3.86	0.97	High
4. Create the cost-effectiveness of the operational plan or project relative to the benefits received.	3.87	0.95	High
5. Performance of each activity linked to organizational level is measured.	3.88	0.96	High
<b>Overall</b>	<b>3.89</b>	<b>0.96</b>	<b>High</b>



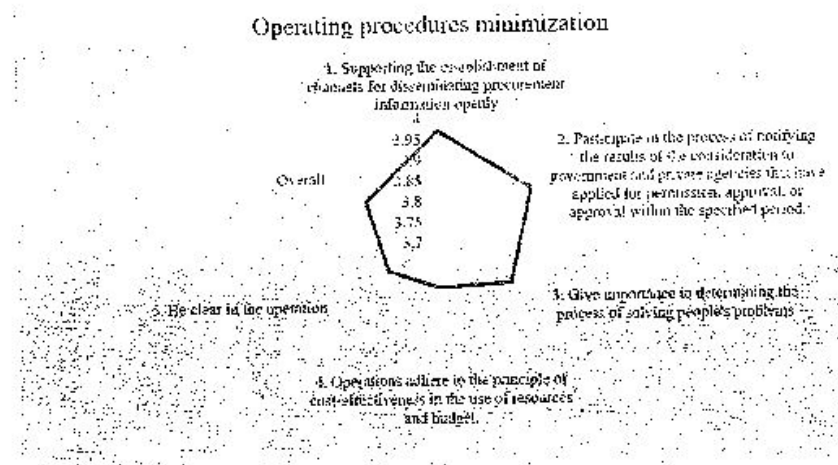
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**Graph 4: Efficiency and cost-effectiveness of state's mission**

Table 4 and Graph 4: the management efficiency level of local administrative organizations classified by the item on efficiency and cost-effectiveness of state's mission as overall was at a high level ( $\bar{X} = 3.89$ ), Sorted in descending order as follows: Participate in the development of a learning organization ( $\bar{X} = 3.94$ ), The work is done by comparatively considering inputs and outcomes ( $\bar{X} = 3.90$ ), Performance of each activity linked to organizational level is measured ( $\bar{X} = 3.88$ ), Create the cost-effectiveness of the operational plan or project relative to the benefits received ( $\bar{X} = 3.87$ ), there is a feasibility analysis of the project activities ( $\bar{X} = 3.86$ ).

**Table 5 Mean and Standard Deviation of Management Efficiency Level of Local Administrative Organizations Classified by Operating Procedures Minimization**

Operating procedures minimization	$\bar{X}$	S.D.	Meaning
1. Supporting the establishment of channels for disseminating procurement information openly	3.97	0.94	High
2. Participate in the process of notifying the results of the consideration to government and private agencies that have applied for permission, approval, or approval within the specified period.	3.96	0.96	High
3. Give importance to determining the process of solving people's problems	3.90	0.87	High
4. Operations adhere to the principle of cost-effectiveness in the use of resources and budget.	3.81	0.91	High
5. Be clear in the operation	3.84	0.96	High
Overall	3.90	0.93	High



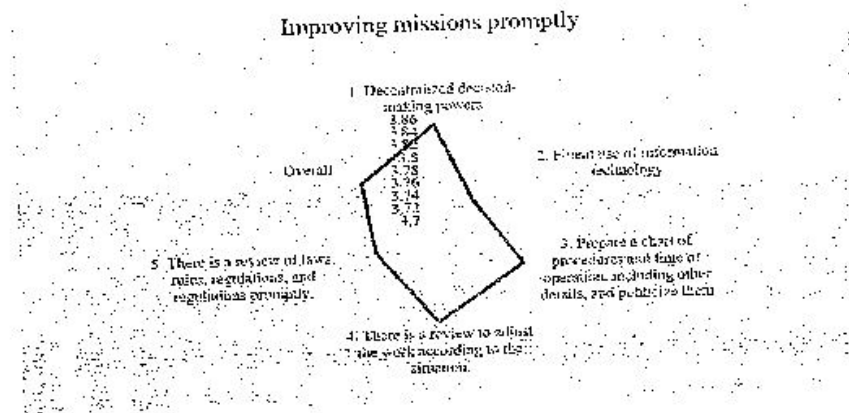
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**Graph 5: Operating procedures minimization**

Table 5 and Graph 5, the management Efficiency Level of Local Administrative Organizations Classified by the item on Operating Procedures Minimization as overall was at a high level ( $\bar{X} = 3.90$ ), Sorted in descending order as follows: Supporting the establishment of channels for disseminating procurement information openly ( $\bar{X} = 3.97$ ), Participate in the process of notifying the results of the consideration to government and private agencies that have applied for permission, approval or approval within the specified period ( $\bar{X} = 3.96$ ), Give importance to determining the process of solving people's problems ( $\bar{X} = 3.90$ ), Be clear in the operation ( $\bar{X} = 3.84$ ), Operations adhere to the principle of cost-effectiveness in the use of resources and budget ( $\bar{X} = 3.81$ ).

**Table 6 Mean and Standard Deviation of Management Efficiency Level of Local Administrative Organizations Classified by Each Item Improving Missions Promptly**

Improving missions promptly	$\bar{X}$	S.D.	Meaning
1. Decentralized decision-making powers	3.85	0.98	High
2. Fluent use of information technology	3.76	0.96	High
3. Prepare a chart of procedures and time of operation, including other details, and publicize them to the public.	3.84	0.98	High
4. There is a review to adjust the work according to the situation.	3.86	0.97	High
5. There is a review of laws, rules, regulations, and regulations promptly.	3.80	0.99	High
Overall	3.82	0.98	High



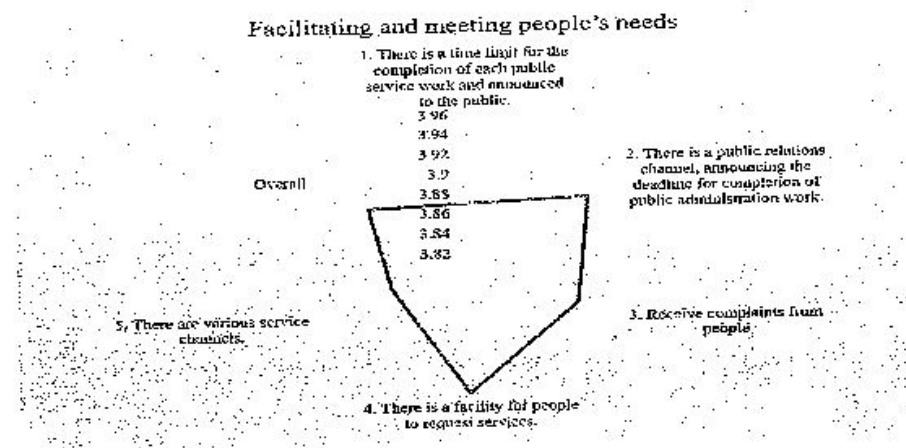
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**Graph 6 : Improving missions promptly**

Table 6 and Graph 6, the management Efficiency Level of Local Administrative Organizations Classified by Each Item Improving Missions Promptly as overall was at a high level ( $\bar{X} = 3.82$ ), Sorted in descending order as follows: There is a review to adjust the work according to the situation ( $\bar{X} = 3.86$ ), Decentralized decision-making powers ( $\bar{X} = 3.85$ ), Prepare a chart of procedures and time of operation, including other details, and publicize them to the public ( $\bar{X} = 3.84$ ), There is a review of laws, rules, regulations, and regulations promptly ( $\bar{X} = 3.80$ ), Fluent use of information technology ( $\bar{X} = 3.76$ ).

**Table 7 Mean and Standard Deviation of Management Efficiency Level of Local Administrative Organizations Classified by facilitating and meeting people's needs**

Facilitating and meeting people's needs	$\bar{X}$	S.D.	Meaning
1. There is a time limit for the completion of each public service work and announced to the public.	3.87	0.98	High
2. There is a public relations channel, announcing the deadline for completion of public administration work.	3.93	0.99	High
3. Receive complaints from people	3.92	0.91	Moderate
4. There is a facility for people to request services.	3.96	0.93	High
5. There are various service channels.	3.89	0.90	High
Overall	3.91	0.94	High



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**Graph 7: Facilitating and meeting people's needs**

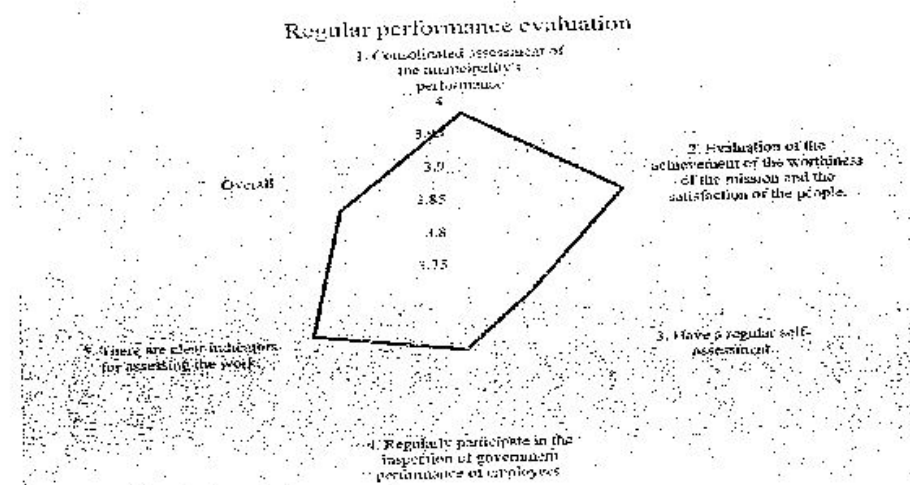
Table 7 and Graph 7 the management Efficiency Level of Local Administrative Organizations Classified by facilitating and meeting of people's needs as overall was at a high level ( $\bar{X} = 3.91$ ), Sorted in descending order as follows: There is a facility for people to request services ( $\bar{X} = 3.96$ ), There is a public relations channel, announcing the deadline for completion of public administration work ( $\bar{X} = 3.93$ ), Receive complaints from people ( $\bar{X} = 3.92$ ), There are various service channels ( $\bar{X} = 3.89$ ), There is a time limit for the completion of each public service work and announced to the public. ( $\bar{X} = 3.87$ ).

**Table 8 Mean and Standard Deviation of Local Administrative Organization Management Efficiency Classified by item in terms of regular performance evaluation**

Regular performance evaluation	$\bar{X}$	S.D.	Meaning
1. Consolidated assessment of the municipality's performance	3.98	0.95	High
2. Evaluation of the achievement of the worthiness of the mission and the satisfaction of the people.	3.97	0.97	High
3. Have a regular self-assessment.	3.84	0.91	High
4. Regularly participate in the inspection of government performance of employees.	3.88	0.99	High
5. There are clear indicators for assessing the work.	3.96	0.97	High
Overall	3.92	0.96	High







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**Graph 8: Regular performance evaluation**

**Table 8 Local Administrative Organization Management Efficiency Classified by Item**  
 in terms of regular performance evaluation as overall was at a high level ( $\bar{X} = 3.92$ ), Sorted in descending order as follows: Consolidated assessment of the municipality's performance ( $\bar{X} = 3.98$ ), Evaluation of the achievement of the worthiness of the mission and the satisfaction of the people ( $\bar{X} = 3.97$ ), There are clear indicators for assessing the work ( $\bar{X} = 3.96$ ), Regularly participate in the inspection of government performance of employees ( $\bar{X} = 3.88$ ), Have a regular self-assessment ( $\bar{X} = 3.84$ ).

### Discussion

The results showed that the overall efficiency of the management of local administrative organizations in Maha Sarakham Province was at a high level. This may be because the local government has been elected six years from the end of the term, the presidents of the local governments elected are actively working and have performance-based management, setting indicators. According to the full development plan, it affects the efficiency of good local government administration. Consistent with the research of Tawichai, D., & et al.(2018), research on management factors affecting the effectiveness of management of local government organizations in Nan province found that the overall management effectiveness of local government organizations There is a very effective level. And also, following the research of Khumsawad, W., & Sirisukha, S. (2015) has conducted research on factors affecting the efficiency of fiscal management of Sub-District Administrative Organizations in Phetchaburi Province. Overall treasury management efficiency is at a very high level. In addition, following the research of Yindeeyom, K. (2013) researching the effectiveness of organizational administration according to good management principles. Case studies of sub-district municipalities in the Thai-Cambodian border area found that overall, there was a high level of success, When considering each side





in descending order of mean as follows; The first is the outcome side, followed by the ability to create satisfaction respectively.

However, As a result of the fact that local governments are important to the development of the country's economic and social system at the foundation level, it plays an important role in the provision of public services, which is a mission that must be carried out in close cooperation with the people and all sectors of the community. It must also be a public service designed following the context of the area. Since the promulgation of the Sub-District Council and Sub-District Administrative Organization Act, 1994, Thailand has had a full-fledged local governance structure from the sub-district level to the provincial level, And over the years, local government organizations have played an important role in providing many areas of public services that directly affect people's quality of life, namely; Education, public health, infrastructure social service economic development, community, environmental management, and natural resources Disaster management and security in the community.

In addition, it is a result of the vision of the Department of Local Government Promotion, "Local administrative organizations can provide public services according to not less than 70 percent of standards thoroughly to ensure people have a good quality of life by 2022". This is considered a goal in the implementation of the Department of Local Government Promotion that requires local government organizations to be able to provide public services to people in their responsible areas under standards and good governance. In this regard, the Department of Local Government Promotion needs to have "tools" and "data" that are effective, accurate, and technically correct in monitoring, monitoring, and assessing the performance of local government organizations.

## Recommendations

### 1. Policy recommendations

1.1 Leadership Development: Executives need to develop themselves regularly, and keep up to date with political news, relevant regulations, and monthly meetings. Discuss, work with subordinates and be a good adviser. Encouraging personnel to constantly invent innovations or new work methods for efficient work that meets the needs of the people.

1.2 Responsibility development: should listen to other people's opinions and suggestions. Have awareness of their authority as assigned. Implementing policies following the

needs of the people in the area, having to consider costs as a priority, by considering the costs in 4 areas, namely; Knowledgeable personnel, complete and up-to-date working materials, adequate budgets, and potential organization leaders.

2. Further research recommendations  
 Should study the competence of the administrators of local government organizations that affect the efficiency of work operations.

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