Effect of Management Factor and Team Working on Good Governance Management of a Public Organization in Thailand

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Abstract— The objective of this research was to study the effect of management factor and team working on good governance management of public organization in Thailand. The research design was quantitative method by using survey research. The sample consisted of 162 personnel computed by applying Taro Yamane's formula from the population of 270 personnel of a public organization in Thailand. The research instrument for data collection was questionnaire. The statistical methods used for data analyses were descriptive statistics (frequency, percentage, mean, and standard deviation), and inferential statistics (simple linear regression analysis and multiple linear regression analysis. From descriptive statistical analysis, it was found that the average opinion of selected personnel on overall management factor and on overall team working of a public organization were appropriated at the moderate level. The average opinion of selected personnel on overall good governance management of a public organization was also appropriated at the moderate level. From simple linear regression analysis, it was found that the individual factor (management factor and team working) had statistically significant affected on good governance management of a public organization. By multiple linear regression analysis, it was found that the two factors (management factor and team working) had statistically significant common affected on the good governance management of a public organization. The guideline for improvement of the good governance management of public organization should be promotion of management factor and supporting of team working of organization.

Keywords- *management factor, team working, good governance management, public organization.*

I. INTRODUCTION

The In 2017, the government of Thailand has started Thailand 4.0 scheme in which the country's national strategy is focused on added-value, high technology and innovation including socio-economic reforms. According to this Thailand 4.0 scheme, the bureaucratic system should be modernized and more accommodating, cutting out red tape. The new bureaucracy should be highly efficient and caliber to support the scheme. [1].The Office of the Public Sector Development Commission will be tasked with acting of a core state to implement bureaucratic reform. State institutions or organizations will be required to revise their duties and their services and submit their revisions to the commission. To support the Thailand 4.0 scheme, state institutions or organizations have to manage based on good government principles for the happiness of the people. The state institutions or organizations have to reform themselves to be credible and trusted government agencies. These state institutions or organizations have to reform to be open, connected, citizen-centered, smart, and high performance government agencies. [2].

Good governance is a way of measuring how public institutions or organizations conduct public affairs and manage public resources in an efficient and effective way. Governance is the process of decision-making and the process by which decisions are implemented (or not implemented). The term governance can apply to corporate, international, national, local governance or to the interactions between other sectors of society. [3]. Good governance is used to describe how public institutions conduct public affairs and manage public resources. The concept of good governance often emerges as a model to compare ineffective economies or political bodies with practicable economies and political bodies. The concept of good governance focuses on the responsibility of governments and governing bodies to meet the needs of the masses as opposed to select groups in society. [4]

Good governance management consists of 6 principles: (1) Rule of law means legal frameworks that are enforced by impartial regulatory body for the full protection of personnel and general people. (2) Morality means organization should provide

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equal and fair opportunity for its stakeholders to maintain, enhance, and improve their well–being. (3) Transparency means that the information should be provided in easily understandable forms and sources. The information should be freely available and directly accessible to those who will be affected by rules, regulations and practices. The decisions taken and their enforcement should be in compliance with established rules and regulations. (4) Participation means both male and female should have the chance to participate either directly or through representatives. Participation should be organized and informed, including freedom of expression concerning with the interest of personnel, organization, and society in general. (5) Accountability is the key remark of good governance. Who is accountable for what should be clearly stated. An organization should be accountable to those who will be affected by its decisions or actions as well as rules and regulations. And (6) Worthiness means that organization should produce favorable results which meet the needs of its stakeholders. In such producing, the organization should use the minimized human, technological, financial, natural and environmental resources. [5], [6].

Thus, it was an interesting issue to study how good governance management of public organization was. What were factors affecting good governance management of public organization? What was the appropriate common factors affecting good governance management of public organization? The result from this study would be benefit to find out the guideline for improvement of good governance management of public organizations in Thailand.

II. RESEARCH OBJECTIVES

This research had the following objectives;
(1) To study the management factor, team working, and good governance management of a public organization in Thailand.
(2) To study the effect of management factor on good governance management of a public organization in Thailand.
(3) To study the effect of team working on good governance management of a public organization in Thailand.
(4) To study the common effect of management factor ad team working on good governance management of a public organization in Thailand.
(5) To propose the guideline for improvement of good governance management of public organizations in Thailand.

III. RESEARCH METHODS

A. Research Design

This study was quantitative research applying the survey research. The sample consisted of 162 personnel computed by using Taro Yamane's formula from the population of 270 personnel of a public organization. The sampling technique was stratified random sampling procedure.

The data were collected by using questionnaire concerning with 3 sections; Section 1. Management factor of organization consisting of 4 components: (1) leadership, (2) personnel, (3) budget, and (4) material and equipment. Section 2. Team working of organization consisting of 5 components: (1) clear common objective, (2) understanding of team member's behavior, (3) acting of team member, (4) team regulation compliance, and (5) within team communication. Section 3. Good governance management of organization consisting of 6 principles: (1) rule of law, (2) morality, (3) transparency, (4) participation, (5) accountability, and (6) worthiness.

The questionnaire was tryout and the Chronbach's Alpha reliability coefficients were computed. It yielded the reliability coefficients of management factor, team working, and good governance management as 0.836, 0.946, and 0.951, respectively. The data collected were then analyzed by descriptive statistics with frequency, percentage, mean, and standard deviation, and by inferential statistics with simple linear regression analysis and multiple linear regression analysis.

B. Research Process

Research process of this study consisted of 5 steps; (1) Analysis of the problems, (2) Review of literatures and related researches, (3) Research design and instrument construction, (4) Data collection and analysis, and (5) Conclusion, discussion and recommendation. Details were shown in following Fig. 1.
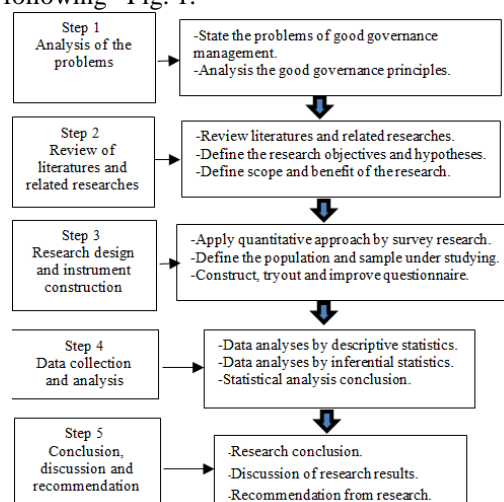

Fig.1 Research Process for Good Governance Management of a Public Organization

IV. RESULTS

4.1 The results of analysis by descriptive statistics were as followings;

(1) From the analysis of selected personnel's opinion on management factor of a public organization, it was found as followings:

Table I. Mean, standard deviation, and level of opinion on management factor.   (n=162)

Management factor	mean	std. deviation	level of opinion
(1) leadership	3.565	0.683	moderate
(2) personnel	3.567	0.594	moderate
(3) budget	3.611	0.616	moderate
(4) material and equipment	3.531	0.545	moderate
overall	3.569	0.473	moderate

From Table I, it indicated that the opinion on overall management factor was appropriated at the moderate level. When considering each component, it was found that the opinion on every component (leadership, personnel, budget, and material and equipment) was also appropriated at the moderate level.

(2) From the analysis of selected personnel's opinion on team working of a public organization, it was found as followings:

Table II. Mean, standard deviation, and level of opinion on team working.

(n=162)

Team working	mean	std. deviation	level of opinion
(1) clear common objective	3.547	0.737	moderate
(2) understanding of team member's behavior	3.621	0.762	moderate
(3) acting of team member	3.704	0.665	high
(4) team regulation compliance	3.641	0.678	moderate
(5) within team communication	3.740	0.751	high
overall	3.650	0.625	moderate

From Table II, it indicated that the opinion on overall team working was appropriated at the moderate level. When considering each component, it was found that the opinion on two components (acting of team member and within team communication) were appropriated at the high level. While the opinion on the rest (clear common objective, understanding of team member's behavior, and team regulation compliance) were appropriated at the moderate level.

(3) For analysis of selected personnel's opinion on overall good governance management of a public organization, it was found as followings;

Table III. Mean, standard deviation, and level of opinion on good governance management.

(n=162)

Good governance management	mean	std. deviation	level of opinion
(1) rule of law	3.499	0.827	moderate
(2) morality	3.762	0.694	high
(3) transparency	3.309	0.906	moderate
(4) participation	3.480	0.778	moderate
(5) accountability	3.759	0.728	high
(6) worthiness	3.714	0.786	high
overall	3.588	0.620	moderate

From Table III, it indicated that the opinion on overall good governance management was appropriated at the moderate level. When considering each component, it was found that the opinion on three components (morality, accountability, and worthiness) were appropriated at the high level. While the opinion on the rest (rule of law, transparency, and participation) were appropriated at the moderate level.

4.2 The results of the testing of research hypotheses by inferential statistics were as following;

(1) For Hypothesis 1. Management factor had affected on good governance management of a public organization.

Testing of the effect of management factor (X_1) on good governance management of a public organization (Y), by simple linear regression analysis, it yielded the following simple linear egression equation;

$$Y = -0.539 + 1.516 (X_1)$$

With F = 234.046, p-value (Sig.) = 0.000, and R-square = 0.594 (59.4%)

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This indicated that management factor (X_1) had statistically significant affected on good governance management (Y) at 0.01 level of significance. The management factor (X_1) could explain the variation of good governance management (Y) by 59.4%.

(2) For Hypothesis 2. Team working had affected on good governance management of a public organization.

Testing of the effect of team working (X_2) on good governance management of a public organization (Y), by simple linear regression analysis, it yielded the following simple linear egression equation;

$$Y = 17.106 + 0.992 (X_2)$$

With F = 364.970, p-value (Sig.) = 0.000, and R-square = 0.695 (69.5%)

This indicated that team working (X_2) had statistically significant affected on good governance management of a public organization (Y) at 0.01 level of significance. The team working (X_2) could explain the variation of good governance management (Y) by 69.5%.

(3) For Hypothesis 3. Management factor (X_1) and team working (X_2) had common affected on good governance management of a public organization (Y), by multiple linear regression analysis, it yielded the following multiple linear regression equation;

$$Y = 2.328 + (0.551)X_1 + (0.723)X_2$$

F = 207.083, p-value (Sig.) = 0.000, R-square = 0.723 (72.3%)

This indicated that management factor (X_1) and team working (X_2) had statistically significant common affected on good governance management of a public organization (Y) at 0.01 level of significance. Both variables, management factor (X_1) and team working (X_2), had common explanation the variation of good governance management of a public organization (Y) by 72.3%, while the rest (27.7%) was the explanation by other variables not included in the regression equation.

V.   DISCUSSIONS

5.1 From the analysis of selected personnel's opinion on overall good governance management of a public organization, it was found that the opinion on overall good governance management was appropriated at the moderate level. For each component, the opinion on three components (morality, accountability, and worthiness) were appropriated at the high level. These seemed to be alright. But the opinion on the other three components (rule of law, transparency, and participation) were appropriated at the moderate level. This might be because the personnel had thought that the rule of law which was the important matter but administrators did not utilize them in management. Similar, there was a problem of transparency because some kind of management were not clearly revealed. Most of personnel did not have the chance to participate in management.

This result was in accordance with the research work of Prapaporn Roopsoong on the study of management based on good governance of the Office of Permanent Secretary, Ministry of Finance. In which the research found that the personnel's opinion on overall good governance management was appropriated at the moderate level. [7]. Similar, it was also in accordance with the research work of Somchat Burakorn, on the study of the relationship between team working and job performance according to good governance principle of personnel in Local Administrative Organizations of Lat Bua Laung District, Phra Nakorn Si Ayuthaya Province. In which the research found that the personnel's opinion on overall job performance according to good governance management was appropriated at the moderate level. [8].

5.2 From the testing of research hypotheses by simple linear regression analysis, it was found that individual variable (management factor and team working) had statistically significant affected on good governance management of a public organization. For multiple linear regression analysis, it was found that these two variables (management factor and team working) had statistically significant common affected on good governance management of a public organization. This might be because these two variables (management factor and team working) were the important factors for achievement of good governance management of an organization. Appropriate management factor and good team working could lead organization management to achieve the designed goals. An organization with appropriate management factor and good team working would have effectiveness in good governance management.

These findings were in accordance with the research work of Prapaporn Roopsoong on the study of management based on good governance of the Office of Permanent Secretary, Ministry of Finance. In which the study indicated that management factor had statistically significant positive relationship with good governance management of Office of Permanent Secretary, Ministry of Finance. [7]. This conclusion was also in accordance with the research work of Somchat Burakorn on the study of the relationship between team working and job performance according to good governance principle of personnel in local administrative organizations of Lat Bua Laung District, Phra Nakorn Si Ayuthaya Province. In which his study found that team working had statistically significant positive relationship with job performance according to good governance management of personnel in local administrative organizations. [8].

VI.   RECOMMENDATIONS

From analysis of personnel's opinion on management factor, it was found that overall management factor including every component (leadership, personnel, budget, and material and equipment) were appropriated at the moderate level. Then organization should pay more attention on every component of management factor. Leaders should stimulate, guide, and push their subordinates to work intentionally willingly until achieve the organizational goals. There should be human resource planning. Recruitment and selection should have the right people with appropriate number. Selected personnel should sacrifice and willing to work. Personnel should have good relationship with their colleagues. Suitable amount of budget should be planned

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and allocated. The expenditure should be efficiently and worth. Modern material and equipment should be provided in adequate number.

From analysis of personnel's opinion on team working, it was found that overall team working was appropriated at the moderate level. Only two components (acting of team members and within team communication) were appropriated at the high level while the rest (clear common objective, understanding of team member's behavior, and team regulation compliance) were appropriated at the moderate level. The common objective of team should be clearly defined. Personnel have to know and perform according to objective until achieve the goals. Personnel should pay more attention and understanding on themselves and colleague's behaviors. Every personnel should know working psychology and their colleague's personalities. There should be clearly defined team regulation and standard in order to control all members to behave in the same pattern.

From analysis of personnel's opinion on good governance management, it was found that overall good governance management was appropriated at the moderate level. Only three components (morality, accountability, and worthiness) were appropriated at the high level. While the rest (rule of law, transparency, and participation) were appropriated at the moderate level. The rule of law should be fairly and clearly defined by considering the right and liberty of personnel. There should be the establishment of mutual trust among organizational personnel. Every section of the organization should have transparency by disclosure the right information. Personnel should have easy chance to access to the information. The organization should have transparently decision on management factor. The organization should let the personnel take part in participation and propose their opinion concerning with the important issue of the organizational management.

From this study it was found that management factor of organization and team working of organization had statistically significant common affected on good governance management of a public organization. Thus, in order to improve the effectiveness of good governance management of public organization, promotion management factor should be considered together with the supporting of team working of organization.

VII. CONCLUSION

From analysis by descriptive statistics, for management factor, it indicated that the opinion on overall management factor was appropriated at the moderate level. When considering each component, it was found that the opinion on every component (leadership, personnel, budget, and material and equipment) was also appropriated at the moderate level. For team working, it indicated also that the opinion on overall team working was appropriated at the moderate level. When considering each component, it was found that two components (acting of team member and within team communication) were appropriated at the high level while the rest (clear common objective, understanding of team member's behavior, and team regulation compliance) were appropriated at the moderate level. For good governance management, it indicated that the opinion on overall good governance management was appropriated at the moderate level. When considering each component, it was found that three components (morality, accountability, and worthiness) were appropriated at the high level while the rest (rule of law, transparency, and participation) were appropriated at the moderate level.

From the testing of research hypothesis by simple linear regression analysis, it was found that individual variable (management factor and team working) had statistically significant affected on good governance management of a public organization. For multiple linear regression analysis, it was found that these two variables (management factor and team working) had statistically significant common affected on good governance management of a public organization.

For recommendation from this research, the organization should promote management factor and support team working of organization in order to improve the effectiveness of good governance management of organization.

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