

Studying Good Governance Principles of Personnel Working in Surin Provincial Administration

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Abstract

Introduction: This research aims to study the level of good governance administration of Surin provincial administrative personnel, to compare the good governance administration classified by personal factors, and to study guidelines for the development of good governance administration of Surin provincial administrative personnel.

Methodology: The research uses a mixed-methods approach, combining quantitative and qualitative methods. The target group was selected by purposive sampling, comprising 61 personnel working in the Surin Provincial Administration. Questionnaires and interviews were used to collect data, with a reliability value of 0.936. The statistics used for analysis were frequency, percentage, mean, standard deviation, t-test, F-test and LSD. The statistical significance level was set at 0.05.

Results: The research found that: 1) The overall analysis of good governance administration was at a high level. 2) The comparison of the level of good governance administration according to the six principles found that personnel with different genders, ages, education, work experiences were not different. 3) The analysis of guidelines for the of good governance administration of personnel working in Surin Provincial Administration found that a strong organizational culture plays a vital role in promoting the principles of good governance in the organization and affects the opinions of personnel by adhering to the rule of law to create fairness and transparency, promoting the ethical principle by emphasizing

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honesty and responsibility, focusing on the transparency principle through information disclosure and accountability, supporting the participation principle by allowing personnel and the public to play a role in decision-making, setting guidelines for the organization's operations, complying with the accountability principle by defining transparent and verifiable work procedures, and managing according to the value for money principle by using resources efficiently and in line with the organization's goals. These guidelines help the agency operate efficiently and transparently and gain the public's trust, as well as personnel recognizing the importance of applying the principles of good governance in their work.

1. Introduction

Good Governance, or Good Governance, has been defined by the Royal Institute as good governance, which in political science means administration by the public that promotes multilateralism and coordinates mutual support between government organizations, the private sector, and the public, with public participation and responsibility of government agencies and the private sector towards the public effectively, efficiently, transparently, equally, and fairly. The Constitution of the Kingdom of Thailand B.E. 2560, No. 20, Chapter 6, State Policy, which is a determination of what the state should do as a framework for national development, Section 65 states that the state shall establish a national strategy as a goal for sustainable national development by the principles of good governance to be used as a framework for preparing various plans to be consistent and integrated to create a joint driving force towards such goals (Constitution of the Kingdom of Thailand B.E. 2560, 2017). It is related to the Royal Decree on the Criteria and Methods for Good Governance B.E. 2003, the performance of official duties that aim to achieve the goals as stipulated in Section 6, namely, creating benefits for the people, achieving results for state missions, being efficient and cost-effective in terms of state missions, and not having unnecessary steps in the work process. The missions of government agencies are improved to keep up with the situation. The public is more convenient, and their needs are met. Government performance is evaluated regularly (Royal Decree on Criteria and Procedures for Good Governance B.E. 2546, 2003)

Surin Provincial Administrative Office is a government agency under the Ministry of Interior. It is an agency that drives policies and missions according to the Ministerial Regulations on the Division of the Department of Provincial Administration, Ministry of Interior, B.E. 2559. It performs duties related to the powers and responsibilities of the Department in the provincial area, supervises and supports the work of the district administrative offices and sub-district administrative offices, and performs or supports other related agencies or those assigned to maintaining peace and order, security, justice, local administration, volunteers, territorial defense, and registration for the people to have security, safety, receive convenient and fast services, and create sustainable peace in society. Therefore, the Department of Provincial Administration is considered an

important agency that is a mechanism for driving the government's policies, the Ministry of Interior, and various strategies to be implemented at the local level to achieve success. Currently, Surin Provincial Administrative Office.

To promote and develop the Department of Provincial Administration to drive the organization under the vision of “Strong Area, Happy People in a Sustainable and Safe Society” according to the 5–years action plan for the Department of Provincial Administration (2023–2027) (Department of Provincial Administration, 2023), which is in line with the vision of Thailand “Stability, Prosperity, and Sustainability”, the personnel of the Department of Provincial Administration adhere to the values of “Relieving Suffering, Promoting Happiness” in their work. Strategic issues cover the administration in 4: 1. Developing the potential of local administration, providing justice, and maintaining peace and order for a peaceful society. 2. Developing and preparing to cope with threats and strengthening internal security at the local level to be strong and united. 3. Developing a modern and quality personnel service system for national security and development. 4. Developing organizational and personnel administration by the principles of good governance to have high competence, be up-to-date, and support changes.

Therefore, given the importance of Surin provincial administrative personnel, the researcher is interested in studying the administration in accordance with the principles of good governance to examine the characteristics and factors that influence the administration in this context. This is because the principles of good governance are at the core of promoting quality, transparency, fairness, and sustainability in administration. The obtained information will be disseminated and recommended to relevant people as guidelines to enhance efficiency, improve administration, and identify trends in developing administration by the principles of good governance. Comparison of administration according to the principles of good governance and proposal of guidelines for developing administration per the principles of good governance for Surin provincial administrative personnel.

2. Research Objectives

1. To study the level of good governance administration of Surin provincial administrative personnel.
2. To compare the good governance administration classified by personal factors.
3. To study guidelines for the development of good governance administration of Surin provincial administrative personnel.

3. Literature Review

Wannakul (2016) researched the management according to the principles of good governance of the sub–district administrative organizations in Bang Pahan District, Phra Nakhon Si Ayutthaya Province. The objectives were to 1) study the level of public opinion towards the management according to the principles of good governance of the sub–district administrative organizations in Bang Pahan District, Phra Nakhon Si Ayutthaya Province, and 2) compare the level of public opinion towards the management according to the

principles of good governance of the sub–district administrative organizations in Bang Pahan District, Phra Nakhon Si Ayutthaya Province classified by personal factors. The sample group used in the study consisted of 394 eligible voters residing in Bang Pahan District, Phra Nakhon Si Ayutthaya Province. The research instrument was a questionnaire. The statistics used for data analysis were frequency, percentage, mean, standard deviation, t–test, F–test, and paired comparison of means by LSD method, with statistical significance set at .05. The results of the study found that 1) the public had a high level of opinion towards the management according to the principles of good governance of the sub–district administrative organizations in Bang Pahan District, Phra Nakhon Si Ayutthaya Province, and 2) the public with different genders, status, age, and education level And different occupations have different opinions on the overall management of the Subdistrict Administrative Organization in Bang Pahan District, Phra Nakhon Si Ayutthaya Province.

Kummoon (2016) researched the management according to the principles of good governance of Chang Phueak Subdistrict Municipality, Chiang Mai Province. The objectives were to study the management according to the principles of good governance of Chang Phueak Subdistrict Municipality, Chiang Mai Province and to study the management approach according to the principles of good governance of Chang Phueak Subdistrict Municipality, Chiang Mai Province. The researcher conducted quantitative research by distributing questionnaires to the executives, members of the municipal council, and personnel, including municipal employees, permanent employees, contract employees, and general contract employees, totalling 85 people and 10 community leaders. The results of the research found that the management according to the principles of good governance of Chang Phueak Subdistrict Municipality, Chiang Mai Province, in all six aspects, namely the rule of law, morality, transparency, participation, responsibility, and value for money, were at a high level. When considering each aspect, it was found that five aspects had high opinions, while only one aspect, responsibility, was at the highest level. According to the principles of good governance of Chang Phueak Subdistrict Municipality, Chiang Mai Province, the management approach believed that creating good governance within the organization should receive cooperation from all parties, including the executives. Municipal personnel, community leaders, and the general public should focus on having the public participate in the management of the country to achieve success effectively and efficiently.

Pootumma (2020) studied the good governance administration of sub–district administrative organizations in Borabue District, Maha Sarakham Province. The objectives were to compare the good governance administration of sub–district administrative organizations in Borabue District, Maha Sarakham Province, with different genders, ages, education levels and working experiences and to study other suggestions. Using Taro Yamane's formula, the sample group consisted of 251 personnel working in sub–district administrative organizations in Borabue District, Maha Sarakham Province. The research instruments were questionnaires. The statistics used for data analysis were percentage, mean, frequency, standard deviation and gender comparison using t–test analysis. Age, education level and work experience were compared using (One–way ANOVA). The research results found that (1) The level of good governance administration of sub–district administrative

organizations in Borabue District, Maha Sarakham Province, was moderate overall. (2) Administration according to the good governance of sub–district administrative organizations in Borabue District, Maha Sarakham Province, with different genders, ages, education levels and different work experiences have no difference in administration according to the principles of good governance. As for different ages, there are statistically significant differences in service according to the principles of good governance at the .05 level. (3) Other suggestions include that work plans should be set to be consistent with the needs of the people. Technology should be used to create efficiency in the administration of the agency.

4. Conceptual Framework

From the review of literature, concepts, theories and related research, the researchers were able to set the conceptual framework for the study as follows:

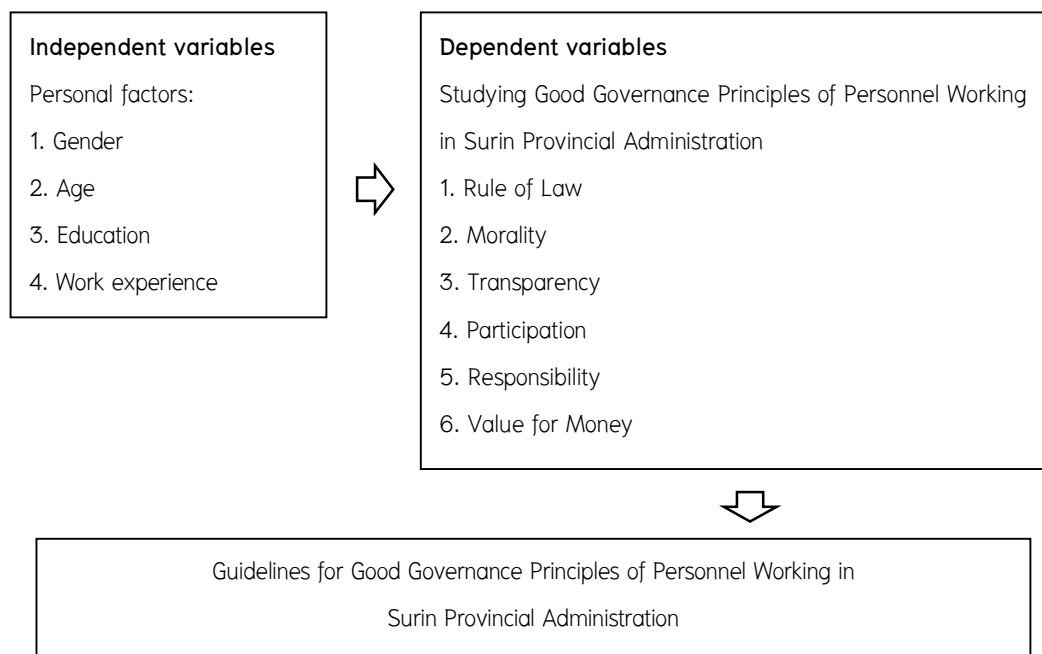


Figure 1. Conceptual Framework

5. Research Methodology

5.1 Research design

This study employed a mixed–methods research approach, combining quantitative and qualitative research methods. The research instruments used were a questionnaire in the form of a 5–level rating scale, which was created according to the objectives and conceptual frameworks set for the guidelines for good governance administration of personnel in Surin Province.

The questionnaire created by the research team to study the good governance administration of personnel in Surin Province was divided into three parts:

Part 1: Questionnaire on personal status

Part 2: Questionnaire on good governance administration of personnel in Surin Province, consisting of 6 factors: rule of law, morality, transparency, participation, responsibility, and value for money. The questionnaire was in the form of a 5-level Likert rating scale with 30 items.

Part 3: Questionnaire on suggestions for good governance administration of personnel in Surin Province. It is an open-ended questionnaire that allows respondents to freely write their opinions and provide recommendations for good governance practices for personnel in Surin Province.

The research instrument is the researcher using a structured interview in which the issues used in the interview were obtained from the review of literature related to quantitative data, which were issues with the lowest average in the last rank and were engaging and practical issues for the administration of the Surin Provincial Administration Office under the principles of good governance.

The researcher used the information to formulate the questions and then presented them to the thesis advisor for adjustment before collecting the data.

5.2 Population and sample.

1. The quantitative research

The population and sample were personnel from the Surin Provincial Administrative Organization, Administrative Group, Security Group, and Finance and Accounting Group, totalling 61 persons, were selected using purposive sampling.

2. The qualitative research study documents and research related to theories and concepts of good governance administration of the Surin Provincial Administrative Office, and seeks advice from thesis advisors. Then, all data will be integrated to create an interview form that covers the content of the research. After expressing various opinions about the good governance administration of the Surin Provincial Administrative Office, the researcher used it as a framework to create an interview tool. On the issue of obstacles affecting the administration of the Surin Provincial Administration Office under the principles of good governance. The sample group of informants in the second step of the in-depth interview consists of five people, comprising four individuals from the District Chief (Expert Administrative Officer) and one person from the Legal Officer.

5.3 Data collection

The researcher collected data with the following steps:

1) Prepare a letter requesting permission to collect data from the Faculty of Humanities and Social Sciences, Surin Rajabhat University, to ask permission from the Deputy Governor of Surin Provincial Administration Office to request assistance in going to the area to interview data and answer questionnaires from a sample group of personnel of Surin Provincial Administration Office.

2) Prepare a questionnaire sufficient for the number of samples to be collected, then submit the questionnaires and the letter requesting permission to collect data, along with explaining the details of the research study and the procedures to use the questionnaires to collect data to the required number.

3) Take the questionnaires to collect data from the sample group, with the research team going to the area to interview and collect the questionnaires themselves 3 times.

4) For data collection, the research team has all respondents return the questionnaires and check their accuracy and completeness. If they are incomplete, remove the questionnaires and collect new data until complete.

5) Start analyzing data according to the research methodology chosen for this time by checking the completeness of the collected questionnaires. When the questionnaires are complete, process the data using a ready-made computer program (SPSS).

5.4 Data analysis and statistics used in data analysis

The quantitative research analyses the administration level according to the principles of good governance of the Surin Provincial Administrative Organization using mean and standard deviation statistics. Moreover, analyze the comparison of the administration level according to the principles of good governance of the Surin Provincial Administrative Organization using t-test, F-test, and pairwise comparison test using the LSD method.

The qualitative research analyze and confirm the data obtained from the interview due to the reliability of qualitative research. It depends on the researcher and the data used in the analysis (Supang Chantawanich, 2010: 130). Therefore, the researcher emphasizes the examination of data by using the triangulation method, i.e. different persons, places and times, by controlling the quality of data recording by recording in detail and immediately after the interview. 7) Data analysis: The qualitative data is analyzed for content (Content Analysis) to categorize the content (Category), then synthesized into common issues or main issues (Theme) and explains the content. (Text) Then, the study results are presented to the thesis advisor after the results are discussed, and the data is added to complete the study.

6. Results

The results of the research data analysis on the administration according to the principles of good governance of personnel in Surin Province, the researcher can summarize the results of the research study according to the objectives as follows:

6.1 Results of quantitative data analysis.

1. The results of the analysis of the personal status of the respondents found that the individual status of the target group who responded to the questionnaire was primarily female, 36 people, or 59.0 percent, aged 29–37 years, 16 people, or 26.2 percent, bachelor's degree, 43 people, or 70.5 percent, working experience more than 10 years, 26 people, or 42.6 percent.

2. Results of the analysis of the level of administration according to the principles of good governance of personnel in Surin Province according to the research framework of 6 dimensions.

Table 1. Mean and standard deviation of the level of administration according to the principles of good governance of personnel in Surin Province.

Good Governance Administration of Personnel in Surin Province	\bar{x}	S.D.	Results	Order
Rule of Law	4.49	0.450	High	3
Morality	4.50	0.493	Very High	1
Transparency	4.41	0.491	High	4
Participation	4.28	0.528	High	5
Responsibility	4.50	0.451	Very High	2
Value	4.24	0.529	High	6
Overview	4.40	0.396	High	

From Table 1, it was found that personnel had opinions on the level of administration in accordance with the principles of good governance of the Surin Provincial Administrative Office. The average value was high ($\bar{x} = 4.40$, S.D. = 0.405). When considering each aspect, morality was the aspect with the highest level and average value ($\bar{x} = 4.50$, S.D. = 0.493). Next, the aspect of responsibility was at the highest level ($\bar{x} = 4.50$, S.D. = 0.451). The element of the rule of law was at a high level ($\bar{x} = 4.49$, S.D. = 0.491). The aspect of transparency was at a high level ($\bar{x} = 4.41$, S.D. = 0.491). The aspect of participation was at a high level ($\bar{x} = 4.28$, S.D. = 0.528), respectively. Finally, the value of money was at a high level. The mean value was high ($\bar{x} = 4.24$, S.D. = 0.529).

Table 2. Summary of the results of the comparison of the level of administration according to the principles of good governance of the personnel of the Surin Provincial Administration Office in 6 areas

Hypothesis	Independent variable	Test Value	Sig.	Result	
				Accept	Reject
1	Gender	t – test	0.791	–	✓
2	Age	F – test	0.231	–	✓
3	Education	F – test	0.092	–	✓
4	Work experience	F – test	0.322	–	✓

From Table 2., it can be concluded that:

1. Personnel with different genders have no difference in overall administration according to the principles of good governance at the Surin Provincial Administrative Office. Therefore, the above hypothesis is rejected.

2. Personnel with different ages have no difference in overall administration according to the principles of good governance at the Surin Provincial Administrative Office. Therefore, the above hypothesis is rejected.

3. Personnel with different education levels have no difference in overall administration according to the principles of good governance at the Surin Provincial Administrative Office. Therefore, the above hypothesis is rejected.

4. Personnel with different work experiences have no difference in overall administration according to the principles of good governance at the Surin Provincial Administrative Office. Therefore, the above hypothesis is rejected.

6.2 Qualitative data analysis results.

The researcher interviewed five informants using the purposive sampling method, specifying the qualifications of 4 district chiefs (expert administrative officers) and one legal officer. The interviews were conducted between December 2024 and January 2025. The interview topics were obtained from a review of relevant literature and quantitative data from questionnaires on issues consistent with the hypotheses, which were interesting and would be beneficial to the good governance management guidelines of personnel in Surin Province in 6 areas, as follows:

Rule of Law The rule of law in Surin Provincial Administrative Offices is a vital guideline that helps create fairness, transparency, and equality in administration. Emphasizing the development of legal knowledge and strict law enforcement are factors that help make operations efficient and can appropriately respond to the needs of the people.

Ethics The ethics in Surin Provincial Administrative Offices is a vital guideline that helps build credibility for the organization, promotes transparent and fair administration, and adheres to honesty, responsibility, and work that prioritizes the benefits of the people, leading to the creation of an organizational culture with ethics and trust from society.

Transparency The principle of openness in Surin Provincial Administration focuses on information disclosure, auditable operations, and promoting public participation to build trust and prevent corruption. The ITA assessment tool is an essential mechanism for overseeing and developing the organization to comply with good governance standards, which helps the agency's operations to be open, efficient, and in line with the rule of law.

In terms of participation, both internal personnel and external citizens are allowed to participate in expressing their opinions, making decisions, and operating the agency. There are discussions, division of duties,

and systematic conclusions. Promoting cooperation and the use of technology as part of the work process helps the administration to be efficient, transparent, and appropriately responsive to the needs of the public.

Regarding responsibility, it focuses on personnel performing their assigned duties strictly. There are clear work procedures and reporting mechanisms, and personnel are encouraged to develop their skills to increase work efficiency continuously. In addition, periodic inspection and evaluation of operations help the agency improve its efficiency and compliance with the principles of good governance, leading to transparent administration and gaining public trust.

In terms of value for money, the principle of value for money in Surin Provincial Administration focuses on using resources efficiently and achieving results that are worth the budget spent. Evaluations are conducted both before and after operations to reduce unnecessary resource waste. This includes promoting the efficient and economical use of resources through shared resource utilization and the application of technology. Work planning and budget allocation align with the agency's goals and strategies, enabling systematic management and creating maximum benefits for the public and relevant agencies.

7. Conclusion

Comparing the level of good governance administration of personnel in Surin Province classified by personal factors found that :

Hypothesis 1 Personnel of different genders have different levels of good governance administration of personnel in Surin Province. The study found that overall, there was no difference. Therefore, the hypothesis was rejected. This may be because gender does not directly affect good governance and administration. Regardless of gender, individuals can learn, develop their potential, and practice management skills appropriate to their work context. Gender is not a significant factor in determining the quality or credibility of good governance administration. Social roles open to morality, participation, responsibility, and exchanging ideas. Therefore, each gender has a variety of good governance administration styles depending on the context and situation, which is consistent with Pootumma (2020). Good governance administration of sub-district administrative organizations in Borabue District, Maha Sarakham Province, classified by gender, found that overall, there was no difference. When considering each aspect, there were statistically significant differences at the .05 level in 3 aspects: responsibility, In terms of transparency and equality; the rest are not different, which is consistent with the research of Wannakul (2016), who studied the good governance management of sub-district administrative organizations in Bang Pahan District, Phra Nakhon Si Ayutthaya Province. It was found that people with different genders, statuses, ages, education levels, and occupations have no different overall opinions on the good governance management of sub-district administrative organizations in Bang Pahan District, Phra Nakhon Si Ayutthaya Province. This is consistent with Saeangboot (2020) research, which studied the good governance management of local administrative organizations in Kalasin Province. It was found that the results of the research comparing personal factors affecting the good governance management of local administrative organizations in

Kalasin Province found that people with different genders, ages, education levels, work positions, and monthly incomes had no different opinions on the good governance management of local administrative organizations in Kalasin Province overall and in each aspect.

Hypothesis 2: Personnel of different ages have different levels of governance in Surin Province. The study found that overall, there was no difference. Therefore, the hypothesis was rejected. This may be because the organization has clear guidelines and policies to promote good governance, causing personnel of all ages to follow the same guidelines. There is consistent development of skills and instilling ethics. The transparent and fair management system allows personnel to participate, resulting in personnel of all ages understanding and following good governance at a similar level. Personnel in the organization can exchange knowledge and ideas about good governance with each other, resulting in no significant differences according to age. This is consistent with the research of Pootumma (2020) on the governance of sub-district administrative organizations in Borabue District, Maha Sarakham Province, which found that the governance of sub-district administrative organizations in Borabue District, Maha Sarakham Province, with different genders, ages, education levels, and work experiences, did not differ in governance. This is consistent with the research of Saeangboot (2020) who studied the good governance administration of local administrative organizations in Kalasin Province found that the results of the research comparing human factors affecting the good governance administration of local administrative organizations in Kalasin Province found that people with different gender, age, education level, work position, and monthly income did not differ overall and in each aspect from the good governance administration of local administrative organizations in Kalasin Province. This is consistent with Phaianchit (2021) research, which studied the opinion of citizen toward the management according to the good governance principle of Monnang Subdistrict Municipality, Phanat Nikhom District, Chonburi Province. It was found that people with different genders, ages, education levels, occupations, and the number of times they used services had no different opinions on the good governance administration of Mon Nang Subdistrict Municipality.

Hypothesis 3: Personnel with different educational levels have different levels of good governance management of personnel in Surin Province. The study found that overall, there was no difference. Therefore, the hypothesis was rejected. This may be because of clear organizational guidelines and policies, setting the same standard rules and regulations for good governance for personnel of all educational levels, and continuous personnel training and development; personnel can learn and exchange ideas about good governance together, resulting in consistent management concepts and behaviours, an open and fair work system, and an organization with an equal management system that does not discriminate based on educational qualifications. This results in personnel at all levels being able to effectively comply with sound governance principles, which is consistent with the research of Pootumma (2020) on Good Governance Management of Subdistrict Administrative Organizations in Borabue District, Maha Sarakham Province, which found that Good Governance Management of Subdistrict Administrative Organizations in Borabue District, Maha Sarakham Province, with different genders, ages, educational levels, and work experiences, did not differ in good governance management, which is

consistent with the research of Phaianchit (2021) who studied: the opinion of citizen toward the management according to the good governance principle of Monnang Subdistrict Municipality, Phanat Nikhom District, Chonburi Province. found that people with different gender, age, education level, occupation and number of times they have used services did not have different opinions on the good governance administration of Mon Nang Subdistrict Municipality. This is consistent with Saeangboot (2020) research, which studied the good governance of local administrative organizations in Kalasin Province. It was found that the results of the research comparing human factors affecting the good governance administration of local administrative organizations in Kalasin Province found that people with different genders, ages, education levels, work positions and monthly income had no different opinions on the good governance administration of local administrative organizations in Kalasin Province overall and in each aspect.

Hypothesis 4: Personnel with different work experiences have different levels of good governance management of personnel in Surin Province. The study found that overall, there was no difference. Therefore, the hypothesis was rejected. This may be because the organization has a firm good governance policy and enforces it equally. Regardless of the personnel's experience, they must comply with the same standards. It emphasizes fair and open performance evaluation, helping all personnel realize the importance of good governance regardless of seniority. This allows personnel of all levels of experience to understand and adhere to the same principles in their work, which is consistent with the research of Pootumma (2020) on Good Governance Management of Subdistrict Administrative Organizations in Borabue District, Maha Sarakham Province. It was found that Good Governance Management of Subdistrict Administrative Organizations in Borabue District, Maha Sarakham Province, with different genders, ages, education levels, and work experiences, did not differ in good governance management. This is consistent with Sintananchai (2023). research, which studied administration based on good governance principles of administrators affecting personnel Administration in Schools under the Secondary Educational Service Area Office Sakon Nakhon, it was found that the administration according to the principles of good governance of administrators classified by status and overall position were significantly different at the .01 level. However, they were not different regarding school size and overall work experience. 4. School personnel administration was classified by overall position, and all aspects were significantly different at the .01 level. However, they were not different regarding school size and overall work experience. This is consistent with the research of Prajong (2023), who studied the role of administration according to the principles of good governance of administrators of basic education institutions under the Office of the Secondary Educational Service Area 18. It was found that the results of comparing the roles of administration according to the principles of good governance of administrators of basic education institutions under the Office of the Secondary Educational Service Area 18 classified by overall work experience and each aspect were not significantly different.

8. Discussion

The level of good governance management of personnel in Surin Province. Overall, the average value is at a high level. This may be because a strong organizational culture promotes good governance and affects personnel's opinions. This is because organizational culture is a basic factor that shapes personnel's behaviour and determines the organization's operational guidelines. Regular personnel training and development ensures that personnel have knowledge and understanding and can apply them to their work effectively. In addition, personnel see the importance of applying good governance in their work, which is consistent with the results of the study by Wannakul (2016), who studied the management according to the principles of good governance of sub-district administrative organizations in Bang Pahan District, Phra Nakhon Si Ayutthaya Province. It was found that people have a high level of opinion on the management according to the principles of good governance of sub-district administrative organizations in Bang Pa-in District, Phra Nakhon Si Ayutthaya Province. Kummoon (2016) studied the management according to the principles of good governance of Chang Phueak Sub-district Municipality, Chiang Mai Province. It was found that the management, according to the principles of good governance of Chang Phueak Sub-district Municipality, Chiang Mai Province, in all six aspects: the rule of law, morality, transparency, participation, The principles of responsibility and value are at a high level. Rakmit (2017) conducted a research study on the satisfaction of teachers and officers to the good governance administration of school administrators of Chaiyachong-Changraek Group in Bangsaparnoy District Prachuap Khirikhan Province under the office of primary educational service area 1, Prachuap Khiri Khan Province. It was found that the satisfaction of teachers and officers to the good governance administration of school administrators of Chaiyachong-Changraek Group in Bangsaparnoy District Prachuap Khirikhan Province under the office of primary educational service area 1, Prachuap Khiri Khan Province, was at a high level overall and in each aspect. 3. Guidelines for the development of administration according to the principles of good governance of personnel in the Surin Provincial Administrative Office found that the Surin Provincial Administrative Office places importance on the principles of good governance in administration by adhering to the rule of law to create fairness and transparency, promoting the principles of morality by emphasizing honesty, integrity and responsibility, emphasizing the principles of transparency through information disclosure and audibility, and supporting the principles of participation by allowing personnel and the public to play a role in decision-making. Comply with the responsibility principle by setting clear and verifiable work procedures and managing work according to the value principle by using resources efficiently and in line with the organization's goals. Such guidelines help agencies operate efficiently and transparently and gain public trust. This may be because disseminating information, allowing the public to participate, and openly displaying work results are guidelines that help build public trust and reduce corruption. The importance of public and public communication Creating communication channels is a highly popular approach because it allows the public to express their opinions and participate more in management, resulting in efficient operations that respond to public needs, which is consistent with the research of Saeangboot (2020), who studied the good governance administration of local administrative

organizations in Kalasin Province. Recommendations on good governance administration of local administrative organizations in Kalasin Province found that public representatives should be appointed to approve procurements under projects every time. They should act within the law and agency policies framework to be a role model for the public. They should also allow the public to file complaints, take any problems they hear into action, and solve them as much as possible. There should be a report on the results of actions regarding public complaints that have been received, and they should be disciplined in using office resources economically to reduce costs from project funds and the budget received each year. And consistent with the research of Kummooon (2016) who studied the management according to the principles of good governance of Chang Phueak Subdistrict Municipality, Chiang Mai Province, the management guidelines according to the principles of good governance of Chang Phueak Subdistrict Municipality, Chiang Mai Province, it is seen that the creation of good governance within the organization should receive cooperation from all parties, whether it is the executive board, personnel within the municipality, community leaders, and the general public, and focus on having the public participate in the management of the country to achieve success effectively and efficiently.

9. Recommendation

9.1 Suggestions for applying the research results.

1) The study also found that the personnel in the Surin provincial administration have a good governance management level. It was found that the principles of morality and responsibility are at the highest level. The principles of the rule of law, transparency, participation, and value for money are high. Therefore, developing legal knowledge and strictly enforcing the law will enable operations to follow regulations and be fair and appropriately respond to the needs of the public. Adhere to honesty and responsibility and work with consideration for the benefit of the public. Promote an organizational culture that is moral and trusted by society. Disclose information that can be verified and promote public participation. Use the ITA assessment mechanism to help supervise and develop the organization to align with good governance standards. Allow personnel and the public to express their opinions and make decisions. Promote teamwork and use technology to increase operational efficiency. Use resources efficiently. Evaluate before and after operations to reduce waste and increase efficiency in resource use, including budget allocation according to the goals and strategies of the agency.

2) Support management according to the principles of good governance. Instill an organizational culture that supports diversity and non-discrimination. Use technology and innovation to reduce the generation gap, such as online platforms to communicate and work together. Create a cross-experience teamwork system by allowing personnel with more experience to work with personnel with less experience. To exchange ideas and learn from each other

3) Guidelines for supporting good governance in organizations with diverse personnel should focus on equality, easy-to-understand communication, and allowing everyone to participate in the management process to create transparency, fairness, and actual management efficiency.

9.2 Suggestions for future research.

1) Suggestions for research practices, such as improving and developing the questionnaire data collection process, using technology to help collect data quickly and conveniently and saving paper to create greater accuracy and efficiency.

2) Suggestions for expanding the scope of research, reviewing the literature in detail, studying related research to understand trends and develop new knowledge, and helping to plan research appropriately.

3) Suggestions for the research process include a survey of problems or issues that have not yet been studied to expand knowledge and develop research to obtain a more comprehensive perspective.

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