

The opinions of personnel on good governance-based administration of Du Noi sub district administrative organization in Chaturaphak Phiman district, Roi Et

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Abstract

Personnel opinion has valuable importance in governance. Particularly, it has influence on the governance-based administration among various institutions. To examine the role of personnel opinion on governance-based administration, the objective of this study is to examine the role of opinion of personnel in governance-based administration. To achieve this objective, the current study examined the relationship between personnel opinion, accountable, responsive, transparent and governance-based administration. The scale items were adapted from previous studies to design a survey questionnaire. Population of this study is the administrative organizations of Du Noi sub district in Chaturaphak Phiman district, Roi Et Thailand. Employees of these administrative organizations were asked to fill the questionnaires. 450 questionnaires were used in this study for data collection. Results of the study shows that personnel opinion has positive effect on accountability, responsiveness and transparency. Along with this, accountability, responsiveness and transparency have positive effect on governance-based administration. Hence, the current study provides the valuable suggestions for the practitioners to promote governance-based administration with the help of personnel opinion.

Keywords. Personnel opinion, accountability, responsiveness, transparency, governance, administration.

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1. Introduction

Administration is an important part of every organization which has central role in the success. Among the organization, the administration department is key element of the organization which has central importance to influence various matters. As given in the previous studies the administration is most important among the organizations (Chotimethi, 2020; Loranger et al., 1994). Most of the organizations majorly focus on the administration to promote performance of various sectors within the environment as the better management can lead to the

higher performance among the companies. It has most influential part in any business organization to achieve the goal. Generally, administration is most important among the organizations because it has major influence on the operations of the any company. The operations of the company are always key to get success in different activities, however, failure in operations lead to the overall performance failure. Therefore, operations of the company are most important for any organization and it require well management of administration. Higher quality of the administration shows the higher quality of operations which lead to the higher performance. As

it is given in the previous studies that the operations of the organization are the key for success (Chen et al., 2019; Kim, Ghang, & Lee, 2012), therefore, it is really important for the company to promote good administration to get success in all activities.

Administration is demarcated as the act of managing duties, responsibilities, or rules. An example of administration is the act of the manager in organization for managing the employee and staff and employing the rules of the system which has significant importance among the organizations. It has the crucial importance to facilitates number of activities in any institute and administration is always the responsible of various matters to run smoothly with the help of well management of employees. According to the number of previous key studies that management is the pillar of success among the organization which lead to the higher performance by the employees and ultimately it increases the performance of the organization through the management of activities (Abualoush, Masa'deh, Bataineh, & Alrowwad, 2018; Tortorella, Giglio, Fogliatto, & Sawhney, 2019).

Furthermore, in this direction, the governance is also most important element which has important connection with administration. Various elements of governance are given in Figure 1. The relationship between administration and governance is most important which lead to the better performance by the organizations. Governance includes all of the

procedures of governing – whether commenced by the government of any state, by a market or by a network – over a social system (family, tribe, formal or informal organization, a territory or across territories) as well as whether with the help of the laws, norms, power or language of an organized society. As given by previous authors that governance is most significant element which has influence on institutions (Pomey et al., 2016; Ramos, Cruz, Feistauer, Junior, & do Nascimento, 2020). Therefore, the relationship between governance and administration is more fruitful, however, it is needed to promote various elements which can promote the governance. Governance elements may include; accountability, responsiveness and transparency. In this direction, personnel opinion is most important. Personnel opinion has the ability to promote accountability, responsiveness and transparency. Finally, accountability, responsiveness and transparency lead to the governance-based administration. In the current study, accountability, responsiveness and transparency are considered as the mediating variable between personnel opinion and governance-based administration. Number of studies are available on governance (Fattah & Setyadi, 2019; Pies, Hielscher, & Everding, 2020), however, these studies have not discussed the relationship with personnel opinion. Therefore, the objective of this study is to examine the role of opinion of personnel in governance-based administration.



Figure 1. Elements of Governance

2. Literature Review

An administrative organizational structure is classically hierarchical procedure of lines of authority. It governs how the roles, power, and responsibilities are assigned, and how the work process flows among diverse management levels. The administration structure is most important for the institutions because it is given the structure of the authorities. It shows that how authorities transfer from higher level to the lower level which is most important because it explains the duties of each person in the organization. It shows that how the employees report each other based on the responsibilities given to them. This organization administration structural has valuable benefits to the company. It has various elements such as centralization and decentralization structure which has its own importance. Both the centralization and decentralization structure are valuable among the organizations which has several benefits, and these are the mandatory elements to operate in smooth way. Several studies have meet carried out in the field of administrative organizational structure (Ali, Sadq, & Ibrahim, 2019), however, governance based administration system is not examined by the number of previous studies although several studies have examined the role of administration or organization structure.

There are several factors effecting on governance-based administration. The current study is also examining the role of various factors on governance-based administration. For instance, personnel opinion is one of the elements which has influence on governance-based administration. The element of governance has significant relationship with the administrative activities which generally have positive influence on the administration. It has major influence of management of the activities and various operations in the organizations. Several studies are available on governance as well as administration, however, the role of personnel opinion was not examined in governance-based administration. Personnel opinion has relationship with accountability and accountability is the important element of governance. Moreover, responsiveness is also another important element of the governance. To have better effect of governance on administration, the role of accountability and responsiveness is most important. Furthermore, transparency is also most important for the organizations which also has significant relationship with the governance. Thus, there are three elements; accountable, responsive and transparent has major role in governance in relation to the personnel opinion. Therefore, governance is most important element which has influence on administration (Iacovino, Barsanti, & Cinquini, 2017; Tanomsridejchai, Wichaisan, & Hengbanphaeo,

2016; Yıldırım, 2020). The relationship between personnel opinion, accountable, responsive,

transparent and governance-based administration is given in Figure 1.

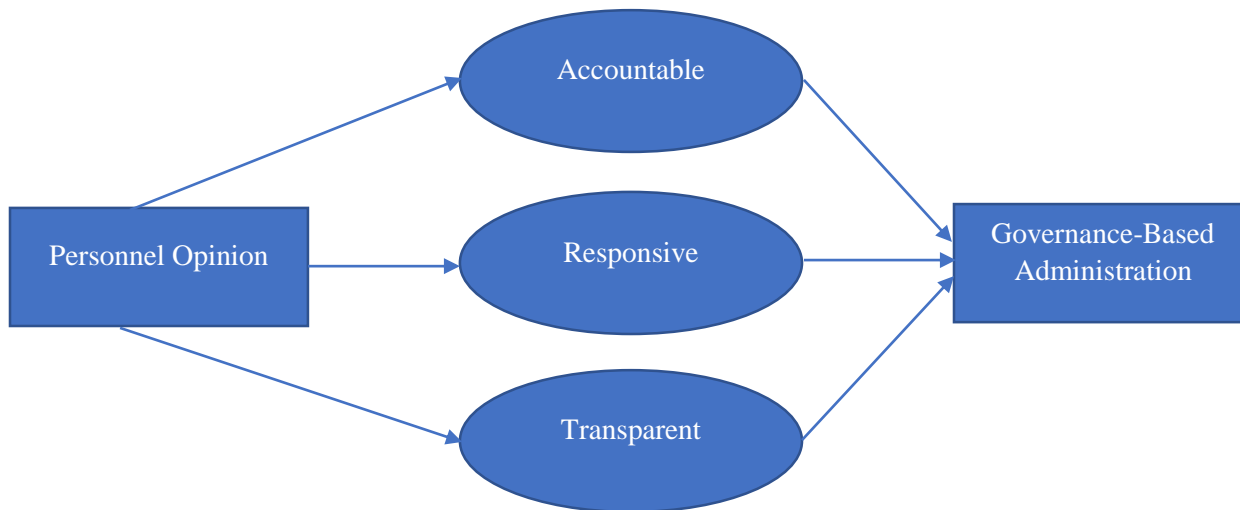


Figure 1. Theoretical framework of the study showing the personnel opinion, accountable, responsive, transparent and governance-based administration

People employed in any organization or involved in an organized undertaking such as military service are known as personnel. The opinion of personnel is most important in any activity and it is important particularly for making various strategies. Generally, personnel have positive role in governance and shows positive influence on management performance. Because it has positive effect on the administration work. The relationship between personnel and governance has link with the administration which shows the positive role in various work activities. Personnel opinion has central importance in administrative activities that is the reason personnel opinion generally given preference and well consideration during any decision taken by the management. The quality of any decision making can be enhanced with the help of personnel opinion consideration and it will have positive effect on governance-based administration. Therefore, personnel opinion can play an important role in various types of governance-based administration. The importance of personnel opinion is also given in different previous studies in the literature (Abbasi et al., 2016; Stein, 2020).

Accountability is one of the important features of governance which is most important in administration. In ethics as well as governance, accountability is known as answerability, blameworthiness, liability, and the expectation of account-giving. As a feature of governance, it has

been essential to debates connected to problems in the various public sectors, nonprofit as well as private and individual contexts. Accountability is one of the important concerns among the organizations and has central role in various operations as well as performance of any institution. Better level of accountability must be achieved to promote better performance. Several studies are found on accountability which shows the important role among different institutions (Arslanagic-Kalajdzic, Žabkar, & Diamantopoulos, 2019; Hong, Kim, & Son, 2020). Therefore, personnel opinion has relationship with accountability and further, accountability has influence on governance-based administration. Better the accountability better will be the governance-based administration because accountability is the most vital part of governance. Thus, personnel opinion lead to the accountability which is one of the drives of good governance and lead to the governance-based administration. Here, the accountability is playing the role of mediating variables between personnel opinion and governance-based administration. Hence, this relationship leads to the following hypotheses;

Hypothesis 1. Personnel opinion has positive relationship with accountability.

Hypothesis 2. Accountability has positive relationship with governance-based administration.

Hypothesis 3. Accountability mediates the relationship between personnel opinion and governance-based administration.

Furthermore, personnel opinion also has relationship with responsiveness. Responsiveness is also another important part of governance. Better governance must have better level of responsiveness. However, low level of responsiveness may weaken the governance. Responsiveness is the quality of reacting quickly and positively. In any organization, the internal as well as external response is most important. Internal response includes the response to the internal matters such as collaboration between employees to solve any problem or to bring innovation in the organization product, process or services. It is most vital part in any organization which has central importance for the institutions. Increase in the level of responsiveness has positive role to influence governance. As it is given in the previous studies that responsiveness has most important role among the institutions (Kavanagh et al., 2020; Wang et al., 2020).

To promote governance-based administration, the role of responsiveness is most crucial, and it must be promoted. Responsibility is also having major effect in any institution; therefore, it is also important among the administrative institutions. Chaturaphak Phiman is a district in the western part of Roi Et Province, Thailand, where the administrative organizations are also active. In this district of Thailand, governance-based administration requires responsiveness. In this direction, personnel opinion is most effective which lead to the better level of responsiveness and increase in responsiveness increases the level of governance. Thus, personnel opinion has positive role in responsiveness and responsiveness has positive role in administration in relation to the governance. The importance of responsiveness and administration is already highlighted in the literature (Martin et al., 2020; Weber et al., 2020). Hence, responsiveness is playing the role of mediating variables between personnel opinion and governance-based administration. Hence, the following hypotheses are proposed;

Hypothesis 4. Personnel opinion has positive relationship with responsiveness.

Hypothesis 5. Responsiveness has positive relationship with governance-based administration.

Hypothesis 6. Responsiveness mediates the relationship between personnel opinion and governance-based administration.

Additionally, the third major element which belong to the governance is transparency. Transparency has the ability to promote governance. It is the most important element of administration and has the ability to promote governance-based administration. Transparency, as used in various fields such as science, engineering, business, social sciences, the humanities as well as in other social contexts, is operating in such a way that it is easy for others to see what actions are performed. Transparency infers openness, communication, as well as accountability. In business operations, the transparency is the key element. Transparency also shows the clear information provision about the matter. Information provided must be transparency in every aspect and no information should hindered. All information should be provided to all the stakeholders in any case is also known as transparency. In all organizations as well as institutions, the role of transparency is much crucial which cannot be neglected. As previous studies also provided that transparency is most important among the institutions (Ahmad, Makmor-Bakry, & Hatah, 2020; Bandsuch, Pate, & Thies, 2008). In this direction, the role of transparency in governance is most important. Transparency is the key driver of governance. Therefore, to promote governance-based administration, the role of transparency is most crucial which require special intention by the practitioners. Personnel opinion is more value for transparency. Personnel opinion has the potential to influence the transparency among the administrative organizations. In administrative organizations, the role of transparency to smoothly operate the operations is most important for the companies. It is given in the previous studies that transparency in management is most important (Eeckloo, Van Herck, Van Hulle, & Vleugels, 2004; Hauge, Nielsen, & Korsbrekke, 2007; Nielsen & Madsen, 2009).

Hypothesis 7. Personnel opinion has positive relationship with transparency.

Hypothesis 8. Transparency has positive relationship with governance-based administration.

Hypothesis 9. Transparency mediates the relationship between personnel opinion and governance-based administration.

3. Methodology

This study designed a survey questionnaire for data collection. The scale items were adapted from previous studies to design a survey questionnaire. This study examined five variables, which include; include; personnel opinion, accountable, responsive, transparent and governance-based administration. Therefore, to measure these variables, the current study designed a survey questionnaire which is based on the relationship between personnel opinion, accountable, responsive, transparent and governance-based administration. Survey questionnaire was based on the 5-point Likert scale. Therefore, nature of this study is cross-sectional in which quantitative research approach was used. The questionnaire was divided into various sections. The first section was based on the profile of respondents. Second section was based on the scale items related to the

independent variables. The third section was based on the dependent variable and fourth section was based on the mediating variable. Finally, questionnaires were distributed among the respondents. Population of this study is the administrative organizations of Du Noi sub district in Chaturaphak Phiman district, Roi Et Thailand. Employees of these administrative organizations were asked to fill the questionnaires. Questionnaires were distributed and objective of the study was explained to the respondents. Total 450 questionnaires were distributed among the employees of administrative organizations of Du Noi sub district in Chaturaphak Phiman district, Roi Et. In addition to this, the current study used simple random sampling for data collection (Kaur, Patil, Shirk, & Taillie, 1996; Siuly, Li, & Wen, 2011) which is appropriate in the current study. Finally, the correct data were used for data analysis after initial screening as shown in Table 1.

Table 1. Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
PO1	1	0	3.538	4	1	5	1.363	-0.982	-0.552
PO2	2	0	2.931	4	1	5	2.09	-1.005	-1.429
PO3	3	0	3.556	4	1	5	1.442	-1.072	-0.614
PO4	4	0	3.449	4	1	5	1.493	-1.234	-0.533
PO5	5	0	3.471	4	1	5	1.196	-0.679	-1.472
PO6	6	0	2.94	4	1	5	1.236	-0.907	-0.315
PO7	7	0	3.827	4	2	5	0.854	-0.485	-0.347
ACC1	8	0	3.644	4	2	5	0.815	-0.496	-0.102
ACC2	9	0	3.644	4	2	5	1.026	-0.423	-0.255
ACC3	10	0	3.684	4	2	5	0.818	-0.495	-1.142
ACC4	11	0	3.667	4	2	5	0.833	-0.494	-0.191
ACC5	12	0	3.644	4	2	5	1.023	-1.158	-0.069
RES1	13	0	3.733	4	2	5	1.155	-1.359	-0.319
RES2	14	0	3.613	3	2	5	1.044	-1.226	0.002
RES3	15	0	3.729	4	2	5	1.163	-1.316	-0.395
RES4	16	0	3.556	4	2	5	1.18	-1.488	-1.126
RES5	17	0	3.649	4	2	5	1.146	-1.415	-0.156
RES6	18	0	3.533	4	2	5	2.135	-1.396	-0.092
TRA1	19	0	3.711	4	2	5	1.144	-1.317	-0.331
TRA2	20	0	3.578	4	2	5	1.153	-1.414	-0.174
TRA3	21	0	3.609	4	2	5	1.119	-1.318	-0.218
TRA4	22	0	3.676	4	2	5	1.027	-1.15	-0.134
TRA5	23	0	3.733	4	1	5	2.139	-1.216	-0.37
TRA6	24	0	3.622	4	1	5	1.043	-1.094	-0.092

GBA1	25	0	3.76	4	2	5	1.164	-1.283	-0.44
GBA2	26	0	3.587	4	1	5	1.19	-1.365	-0.239
GBA3	27	0	3.662	4	2	5	1.128	-1.354	-0.203
GBA4	28	0	3.551	4	1	5	1.131	-1.308	-0.146
GBA5	29	0	3.698	4	1	5	1.134	-1.207	-0.36
GBA6	30	0	3.6	4	2	5	1.155	-1.407	-0.202

Note: PO = Personnel Opinion; ACC = Accountable; RES = Responsive; TRA = Transparent; GBA = Governance-based administration

4. Findings

To start with the data analysis, the current study examined various software’s such as SPSS, AMOS and Partial Least Square (PLS). It is observed that PLS is the most suitable for the current study because PLS is latest technique. As number of previous scholars highlighted that PLS is most suitable for data analysis in the current nature of this study (J. F. Hair, Sarstedt, Pieper, & Ringle, 2012; Henseler et al., 2014; Henseler, Ringle, & Sinkovics, 2009). In the first step of PLS data analysis, factor loadings were examined. It is given in the Figure 3 that

accountability is measured by using four scale items. Personnel opinion is measured by using the five scale items and one was deleted. Responsiveness is measured by using six scale items. Transparency is measured by using six scale items and finally, governance-based administration is measured by using six scale items. All the items have factor loadings above 0.4 which is acceptable. Hence, all the variables; personnel opinion, accountable, responsive, transparent and governance-based administration. The factor loadings are also given in Table 2.

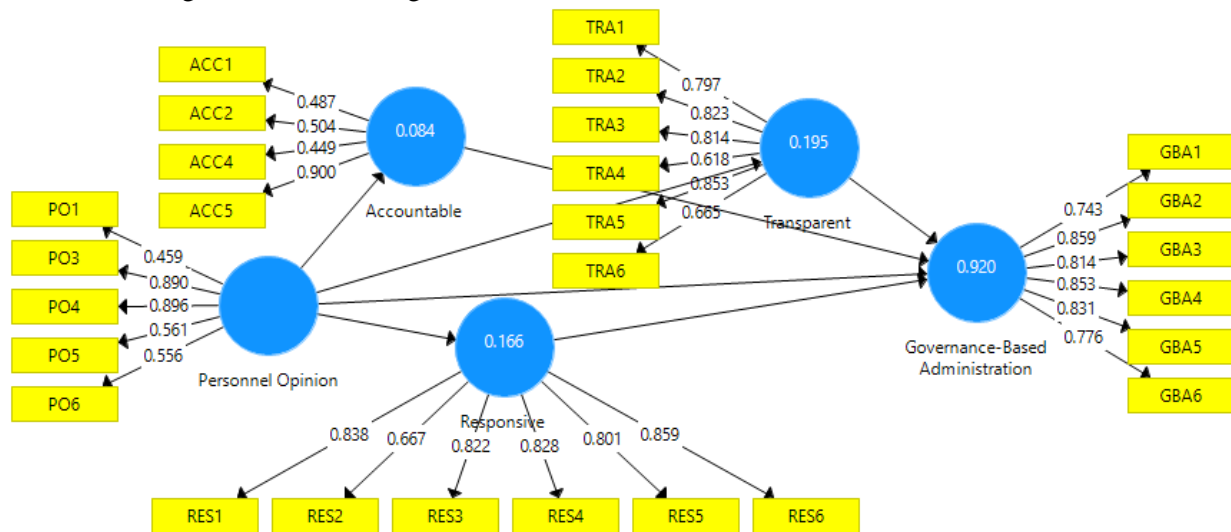


Figure 3. Measurement Model

Table 2. Factor Loadings

	Accountable	Governance-Based Administration	Personnel Opinion	Responsive	Transparent
ACC1	0.487				
ACC2	0.504				
ACC4	0.449				
ACC5	0.9				
GBA1		0.743			
GBA2		0.859			
GBA3		0.814			
GBA4		0.853			
GBA5		0.831			
GBA6		0.776			
PO1			0.459		
PO3			0.89		
PO4			0.896		
PO5			0.561		
PO6			0.556		
RES1				0.838	
RES2				0.667	
RES3				0.822	
RES4				0.828	
RES5				0.801	
RES6				0.859	
TRA1					0.797
TRA2					0.823
TRA3					0.814
TRA4					0.618
TRA5					0.853
TRA6					0.665

Note: PO = Personnel Opinion; ACC = Accountable; RES = Responsive; TRA = Transparent; GBA = Governance-based administration

Furthermore, this study also examined the reliability as well as validity for personnel opinion, accountable, responsive, transparent and governance-based administration which is given in Table 3. In Table 3, it is found that composite reliability (CR) is above 0.7 for all the variables. Along with this, the value for

average variance extracted (AVE) is also above 0.5 which is acceptable. It also confirms the convergent validity. Additionally, this study also examined the discriminant validity through cross-loadings (Henseler, Ringle, & Sarstedt, 2015; Zahra, Hameed, Fiaz, & Basheer, 2019) in Table 4.

Table 3. Reliability and Convergent Validity

	Alpha	rho_A	CR	(AVE)
Accountable	0.723	0.937	0.687	0.576
Governance-Based Administration	0.897	0.899	0.921	0.662
Personnel Opinion	0.762	0.898	0.815	0.586
Responsive	0.89	0.9	0.917	0.648
Transparent	0.857	0.875	0.894	0.588

Table 4. Cross-Loadings

	Governance-Based Administration				
	Accountable	Administration	Personnel Opinion	Responsive	Transparent
ACC1	0.487	0.115	0.067	0.081	0.134
ACC2	0.504	0.112	0.097	0.118	0.164
ACC4	0.449	0.1	0.088	0.088	0.112
ACC5	0.9	0.501	0.3	0.54	0.637
GBA1	0.55	0.793	0.34	0.779	0.706
GBA2	0.307	0.859	0.311	0.804	0.683
GBA3	0.325	0.814	0.331	0.788	0.662
GBA4	0.354	0.853	0.358	0.838	0.711
GBA5	0.369	0.831	0.281	0.756	0.785
GBA6	0.376	0.876	0.377	0.686	0.809
PO1	0.106	0.141	0.59	0.135	0.142
PO3	0.323	0.393	0.89	0.377	0.438
PO4	0.333	0.394	0.896	0.397	0.433
PO5	-0.021	0.178	0.561	0.199	0.175
PO6	-0.044	0.155	0.556	0.165	0.133
RES1	0.493	0.767	0.335	0.878	0.867
RES2	0.427	0.523	0.307	0.667	0.666
RES3	0.553	0.764	0.379	0.822	0.731
RES4	0.305	0.858	0.309	0.888	0.692
RES5	0.311	0.805	0.317	0.881	0.67
RES6	0.321	0.842	0.329	0.859	0.721
TRA1	0.361	0.832	0.278	0.77	0.897
TRA2	0.4	0.769	0.383	0.695	0.823
TRA3	0.395	0.682	0.433	0.675	0.814
TRA4	0.526	0.468	0.29	0.51	0.618
TRA5	0.478	0.75	0.338	0.805	0.853
TRA6	0.415	0.51	0.315	0.636	0.665

Note: PO = Personnel Opinion; ACC = Accountable; RES = Responsive; TRA = Transparent; GBA = Governance-based administration

After the assessment of reliability and validity, the current study also used PLS to examine the

relationship between variables. The relationship between personnel opinion, accountable, responsive,

transparent and governance-based administration was examined in which direct and indirect effect was examined. The direct effect of personnel opinion was examined on accountable, responsive and transparent. The direct effect of accountable, responsive and transparent was examined on governance-based administration. The relationship between these variables were examined through PLS structural

model which is highlighted by previous studies (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; J. Hair, Hollingsworth, Randolph, & Chong, 2017; J. F. Hair, 2010; J. F. Hair, Ringle, & Sarstedt, 2013; J. F. Hair et al., 2012; Hair Jr, Hult, Ringle, & Sarstedt, 2016). These relationships are given in Table 5 with the help of PLS structural model shown in Figure 4.

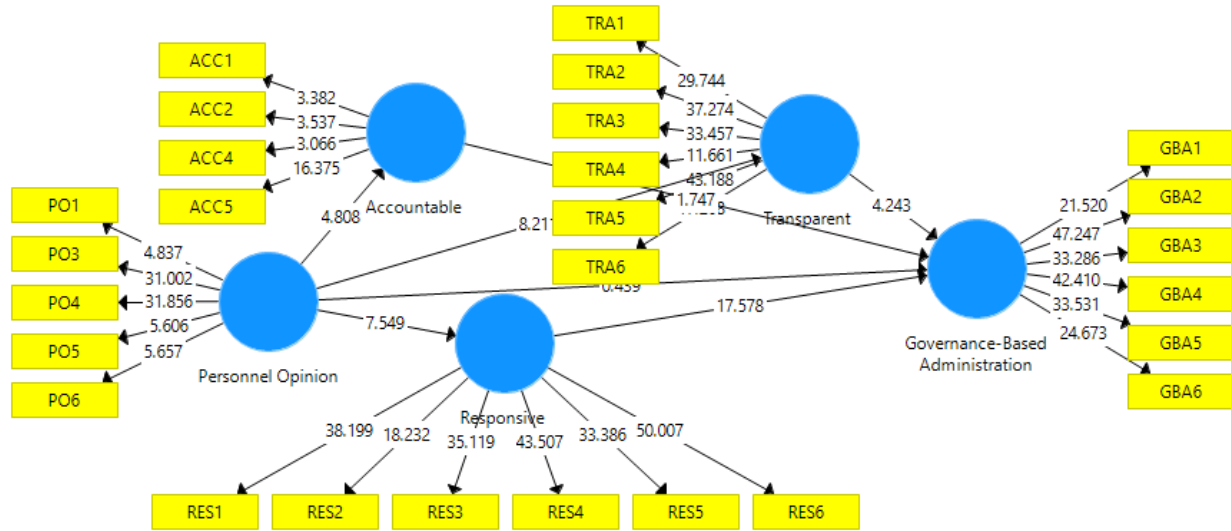


Figure 4. Structural Model

Table 5. Direct Effect Results

	(O)	(M)	SD	T Statistics	P Values
Accountable -> Governance-Based Administration	0.047	0.045	0.027	1.747	0.041
Personnel Opinion -> Accountable	0.29	0.304	0.06	4.808	0
Personnel Opinion -> Governance-Based Administration	0.01	0.008	0.022	0.439	0.331
Personnel Opinion -> Responsive	0.407	0.413	0.054	7.549	0
Personnel Opinion -> Transparent	0.442	0.447	0.054	8.211	0
Responsive -> Governance-Based Administration	0.788	0.787	0.045	17.578	0
Transparent -> Governance-Based Administration	0.208	0.21	0.049	4.243	0

Results in Table 5 shows that personnel opinion has positive effect on accountability and accountability has positive effect on governance-based administration. Furthermore, personnel

administration has positive effect on responsiveness and transparency. Finally, responsiveness and transparency have positive effect on governance-based administration. Hence, governance has major role in governance-based administration.

Table 6. Indirect Effect Results

	(O)	(M)	SD	T Statistics	P Values
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Personnel Opinion -> Accountable -> Governance-Based Administration	0.014	0.014	0.009	1.555	0.06
Personnel Opinion -> Responsive -> Governance-Based Administration	0.321	0.325	0.046	6.925	0
Personnel Opinion -> Transparent -> Governance-Based Administration	0.092	0.093	0.024	3.881	0

Finally, the current study followed the instructions of Preacher and Hayes (2008) to examine the indirect effect between personnel opinion. The indirect effect of accountability, responsiveness and transparency was examined between personnel opinion and governance-based administration. These results are given in Table 6. Therefore, three indirect effect was examined in this study and one indirect effect is not significant and two indirect effect are significant. The indirect effect of responsiveness is significant between personnel opinion and governance-based administration. The indirect effect of transparency is significant between personnel opinion and governance-based administration.

5. Conclusion

The current study examined the relationship between personnel opinion, accountable, responsive, transparent and governance-based administration. The objective of this study is to examine the role of opinion of personnel in governance-based administration. By using a survey questionnaire, primary data were collected from the employees of administrative organizations from Du Noi sub district in Chaturaphak Phiman district, Roi Et Thailand and analyzed by using PLS. According to the findings, personnel opinion has important value for the governance. It has the potential to promote governance-based administration. Results of the study shows that personnel opinion has positive effect on accountability. Therefore, increase in personnel opinion increases the accountability. Personnel opinion also has positive effect on responsiveness and transparency. Therefore, increase in personnel opinion increases the accountability, responsiveness and transparency which are the major elements of governance. Furthermore, accountability has positive effect on governance-based administration. Increase in accountability increases the governance-based administration. Similarly, responsiveness and transparency also have positive effect on governance-

based administration. Therefore, this study highlighted that personnel opinion has positive role to promote accountability, responsiveness and transparency which are the key elements of good governance.

6. Implications of the Study

This study has important contribution to the literature as well as practice. Theoretically, this is the first study which examined the role of personnel opinion on governance-based administration. This is the first study which considered accountability, transparency and responsiveness as the key elements of governance-based administration in relation to personnel opinion Du Noi sub district in Chaturaphak Phiman district, Roi Et Thailand. Practically, this study is also important for the practitioners as well as management of administrative organizations to promote governance-based administration with the help of personnel opinion. Administrative organizations should promote accountability, transparency and responsiveness through personnel opinion to enhance governance-based administration.

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