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PROCEEDINGS OF

THE 10th REGIONAL CONFERENCE ON GRADUATE RESEARCH

**THEME: Breakthrough Business Creativity,
Leading Change, and Reengagement**

7 August 2022

Sripatum University, Bangkok, Thailand



Editors:

Vichit U-on

George C. Hadjinicola

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Prof. Dr. George C. Hadjinicola, University of Cyprus, Cyprus

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Welcome Address from Conference Honorary Chair

It is a great pleasure and honor for me, on behalf of The 10th Regional Conference on Graduate Research 2022, to welcome you all to the world famous festival. First of all, I would like to thank the co-organizers, namely Academic Service Center, Sripatum University (Thailand); Graduate College of Management, Sripatum University (Thailand); University of Cyprus (Cyprus); and University of Wollongong in Dubai (United Arab Emirates) for organizing this conference, which is a major multidisciplinary regional platform and important event in the Asean region.

To support the Asean destination for international visitors, the organizers selected Bangkok as a conference venue due to its capital and most populous city of Thailand. Bangkok is a city of contrasts with action at every turn. Marvel at the gleaming temples, catch a tuk tuk along the bustling Chinatown or take a longtail boat through floating markets. Food is another Bangkok highlight, from local dishes served at humble street stalls to haute cuisine at romantic rooftop restaurants.

To conclude my address, I would like to thank Sripatum University, University of Cyprus, and University of Wollongong in Dubai that have assisted in the organization to this conference to promote a tourist destination in Bangkok to our delegates and guests.

I wish good results in your deliberations.



Dr. Rutchaneeporn Pookayaporn Phukkamarn
President, Sripatum University, Thailand
RCGR 2022's Honorary Chair

Welcome Address from Conference General Chairs

On behalf of Sripatum University (Thailand); Graduate College of Management, Sripatum University (Thailand); University of Cyprus (Cyprus); and University of Wollongong in Dubai (United Arab Emirates), we would like to welcome you to participate in the 10th Regional Conference on Graduate Research 2022 which will take place at Sripatum University on 7 August, 2022 in Bangkok, Thailand.

The conference will be an exciting event bringing international and interdisciplinary expertise in a rapidly developing field together for one day. It will provide an opportunity for experts in business, management, marketing, accounting, communication arts, social sciences, humanities, science, and engineering from worldwide to exchange and discuss ideas and information.

In a present and future issue, we will cover more on the following topic as “Breakthrough Business Creativity, Leading Change, and Reengagement”. This Conference delivers the most up-to-date issues, and also provides opportunity for CIOs, CEOs, industry leaders, managers, academics, and government officials to exchange ideas on future business co-operation trends and best practices. This one day conference is an excellent opportunity for you to meet with other professional members from all over the world, share the view of graduate research internationally.

We would also like to take this opportunity to express our sincere thanks to all the presenters, delegates, reviewers, advisory committee members, local organization committee members, and guest speakers for their interesting and valued contributions. On behalf of the organizers, we would like to personally apologize for any difficulties you might have encountered while attending this conference and wish all of you a very successful and fruitful deliberations.



Assoc. Prof. Dr. Vichit U-on
Sripatum University, Thailand
RCGR 2022's General Chair



Prof. Dr. George C. Hadjinicola
Lecturer, University of Cyprus, Cyprus
RCGR 2022's General Chair



Assoc. Prof. Dr. Ioannis Manikas
University of Wollongong in Dubai, United Arab Emirates
RCGR 2022's General Chair

Welcome Address from Conference Program Chairs

Welcome to the 10th Regional Conference on Graduate Research 2022 in Bangkok, Thailand. This professional meeting is thought to provide an excellent opportunity for faculty, scholars, Ph.D. students, administrators, and practitioners to meet well-known experts from all over the world and to discuss innovative ideas, results of research, and best practices on various topics of Business, Management, Marketing, Accounting, Communication Arts, Social Sciences, Humanities, Science, and Engineering, and many other related issues.

The RCGR conference continues to be highly competitive and very well perceived by the international community, attracting excellent contributions and active participation. This year, researchers from more than 5 countries have submitted their papers to the 10th RCGR 2022 international conference. After a careful review process by members of the international program committee, 127 quality papers from 2 different countries (China and Thailand) have been accepted for presentation at the conference. We thank all authors who dedicated a particular effort to contribute to the conference.

Each submitted paper has been reviewed by several members of the international program committee and international external referees. We would like to thank all of them for their help with review process of submitted papers. We expect the RCGR 2022 international conference to be an outstanding international forum for the exchange of ideas and results on management, business, economics, tourism, transport, logistics, production, operations, and supply chain, and provide a baseline of further progress in such areas.

We wish you a pleasant stay in Bangkok, and a successful conference.



Asst. Prof. Dr. Ungul Laptaned
Thai Researchers' Consortium of Value Chain Management and Logistics, Thailand
RCGR 2022's Program Chair



Prof. Dr. Andreas C. Soteriou
Lecturer, University of Cyprus, Cyprus
RCGR 2022's Program Co-Chair

Speaker Background



Dr. Mariano Carrera

Dr. Carrera has nearly 10 years of teaching experience and has a proven track record of being published in numerous journals including presentations at various academic conferences. His areas of excellence are Training & Development, Decision Making, Writing, Research, Management, Strategic Planning and Team Leadership. In retrospect, building on the almost 20 years as a petroleum geologist where he was actively involved in the surrounding disciplines to better understand and position myself as a specialist geologist and generalist petroleum professional. He has the full field development experience from concept exploration to redevelopment. This broadening of his awareness has helped him moved from the petroleum industry to academia. Dr. Carrera has designed and delivered several undergraduate courses using a variety of learning approaches to meet international standards.

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**Public Opinion Towards Work Administration According to Good
Governance Principles of Bangkaew Subdistrict Administrative Organization**



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Abstract

The purpose of this research was to study work administration according to good governance principles of Bangkaew Subdistrict Administrative Organization, Mueang Chachoengsao District, Chachoengsao Province, namely the rule of law, the principle of morality, the principle of transparency, the principle of participation, the principle of accountability, and the principle of cost-effectiveness. The population, used in the study, was the people who lived in the area of Bangkaew Subdistrict Administrative Organization, Mueang Chachoengsao District, Chachoengsao Province. The sample group consisted of 200 persons. The instrument, used for collecting data, was the questionnaires. Statistics, used for analysis, was percentage, mean, standard deviation, t-Test, and ANOVA. The result of this study indicated that public opinion towards work administration according to good governance principles of Bangkaew Subdistrict Administrative Organization in the aspect of the principle of morality, the principle of cost-effectiveness, the principle of accountability, the principle of transparency, the rule of law, and the principle of participation were at the high level. The result of hypothesis testing revealed that there was no difference for the public opinions among the public with different personal characteristics towards work administration according to good governance principles with statistically significant at 0.05 level.

Keywords: Work Administration, Good Governance, Bangkaew Subdistrict Administrative Organization

1. Introduction

1.1 Background and Importance of the Problem

The relationship between participation in work and work administration according to good government principles of Bangkaew Subdistrict Administrative Organization and the suggestion for writing the background were introduced to the readers of the student's thesis work to know background, principle, reason, importance, and problem of the research or answer the questions why the student did the research on this title. Background writing was probably called as the most difficult work in the thesis writing process. Therefore, it was not surprising that most students felt worried when they started writing the background. Some people had no prior experience in academic writing. So, they were unable to make heads or tails of this matter. Sometimes, there was time-consuming, caused boredom. Therefore, the principles of writing the background were as follows:

The concept of good governance received much attention from government and private sectors giving importance and taking this concept to be applied to the organization administration. Good government was involved in effective work administration to the people with the aims to achieve independence in work administration and reduction of control to enable the executive to perform work with goal achievement of institute doing duties of work administration of government sector. The good governance used the method and goal of reforming the administrative system of government sector as the tool of capacity development by promoting the role of corruption-free work or not using the public interest for personal benefit. The rule of law was used for work execution or setting out the operational framework to be complied with the rule of law and reduction of too much regulations, caused the delayed work. There was priority setting of operational goal to be clear for proper allocation of resources with the transparent decision process together with the rules, regulation, and management etiquette.

Therefore, Bangkaew Subdistrict Administrative Organization, Mueang District, Chachoengsao Province gave importance to work administration according to good governance principles in order to use the results of the study for further work improvement and administration.

1.2 Research Question

1) How was the public opinion towards work administration according to good governance principles of Bangkaew Subdistrict Administrative Organization?

2) Was there the difference in the public opinion towards work administration according to good governance principles?

1.3 Research Objective

According to the source and importance of research problem, the purposes of this research consisted on 2 items as follows:

1) To study the public opinion towards work administration according to good governance principles of Bangkaew Subdistrict Administrative Organization

2) To study the public opinion towards work administration according to good governance principles, classified by the personal factor

2. Literature Review

2.1 Related Concepts and Theories

Concept about work administration according to good governance principles

Good governance was defined as the good public and social affairs administration becoming the important guideline on organizing the state society, private business sector, and public sector, covering the academic department, operation department, government agency department, and business department to peacefully stay with solidarity and unity as the power for sustainable development being a part of strengthening or building the immunity to the Nation to mitigate, prevent or cure the crisis, and danger probably occurred in the future. In society, there were the feelings of fairness, transparency, and participation as the important characteristic of human dignity and democratic government with the King as Head of the Nation in line with Thainess, Constitution, and the trend of World in the current era.

Efficiency of work administration according to good governance principles

Efficiency was the ability in work performance to achieve as targeted or objectives as set with obtaining the maximum benefit. It was necessary to save money, labor, and time with obtaining the maximum output under the main factors of administration, i.e. budget, people, and time, etc.

Work administration in the pattern of good governance was emphasized on the continuous and stable growth, not becoming bankrupt or risk to damage, including the employees' confidence with the organization for their long-term work in organization. Good governance was used in the work administration for reliability of organization and acceptance from society.

Nowadays, work administration in government sector received a lot of attention from the public in term of transparency in work operation. Therefore, good government was used in the government agencies for the public's faith that several problems related to corruption were reduced which was necessary for work administration of government agencies.

2.2 Literature Surveys

Handbook for ranking the government organization governance according to good governance principles of the good public and social affairs administration (Good Governance Rating), arranged by the Office of the Public Sector Development Commission, composed of 6 principles of good governance principles.

Good governance principles or being probably called as "the good public and social affairs administration, state dharma, and corporate governance" with our acknowledgment as "Good Governance" and the meaning as "fair governance" were not the new concepts arisen in society. They were the accumulation of knowledge as the culture of living together becoming the society of mankind for thousands of years, which were the principles of living together peacefully in the Nation and society being able to work together to maintain and protect our own interests and resolve conflict by the peaceful way for the sustainable social development. The six elements of good governance were as follows:

1) The rule of law was the enactment of various law, rule, regulation, and convention to be up-to-date and fair as well as being accepted by society and its members with mutual consent and

fair and equitable practice. In summary, the establishment of governance under the law adhering to the prescribed rules and regulations, not acting arbitrarily or by the power of person of administration.

2) The principle of morality was the adherence and belief in the correctness and goodness by campaigning to create the good values to employees in organization or the members of society to practice and adhere to, namely honesty, sacrifice, patience, diligence, and discipline.

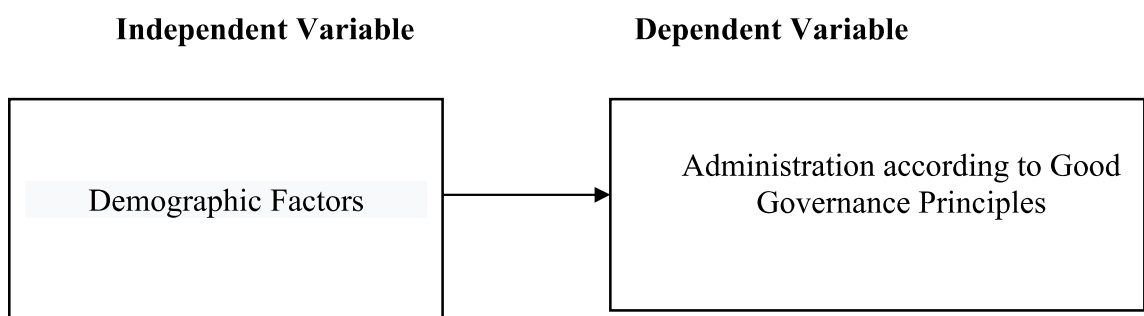
4) The principle of transparency was to make Thai society become the society disclosing the information frankly being able to verify the correctness by improving the system and work mechanism of organization to be transparent with information disclosure or permission of the public convenient access, including the effective system or process of audit and appraisal to build mutual trust and help the work of public and private sector free from corruption.

5) The principle of participation was to make Thai society a society that people were involved in awareness and expression of opinion towards important decision making of society by giving the opportunity to the people to have channels for participation, namely comment, public inquiry, public hearing, referendum or others, and eliminated monopoly either by government sector or private sector, caused unity and cooperation between government and private sectors.

6) The principle of accountability: the executives and government officials in both political department and permanent government official department were required to intend to perform work in accordance with the duties the best with focusing on providing service to the service recipients to facilitate several conveniences with accountability for deficiencies in the work under their own responsibility and ready to improve in a timely manner.

7) The principle of cost-effectiveness: the executives realized the limited resources. Therefore, work administration needed adherence to the principles of economy and cost-effectiveness, which was necessary to set the objectives to service recipients or the overall public.

2.3 Conceptual Framework



2.4 Research Hypothesis

Hypothesis 1: The public with the different demographic factors had the different opinion towards administration according to good governance principles.

3. Research Methodology

3.1 Research Design

This study was done by quantitative research through survey research.

3.2 Population and Sample

1. Population, used for this research, were 6,208 persons of Bangkaew Subdistrict Administrative Organization (Department of Business Development, National Statistical Office, data as at 5th May B.E. 2565)

2. Sample group used for this research were 200 people of Bangkaew Subdistrict Administrative Organization, calculated by the formula of Taro Yamane, 1973 referred to Associate Professor Vichit Uon, B.E. 2564, Page 619. Sampling the said number for study was done through purposive sampling.

3.3 Research Instruments

The instrument of this study was the questionnaires, divided into 4 parts.

3.4 Data Collection

Data collection of this research was to get the complete data in all aspects for 2 types of data:

1. Secondary data was the data collected from several documents and related academic publications and manuscripts from library and relevant institutes for use in making the conceptual framework in this research and writing the reference in research report.

2. Primary data was the survey data collected from the questionnaires.

3.5 Statistics Used for Data Analysis

Descriptive Statistics composed of frequency, percentage, mean, and standard deviation, and inferential statistics, namely t-test and F-test values

4. Data Analysis and Findings

4.1 Introduction

For the research on the title of “Public Opinion towards Work Administration according to Good Governance Principles of Bangkaew Subdistrict Administrative Organization”, the researchers made data analysis to answer several purposes. The population and sample group used in this research were 200 persons of service providers and the public of Bangkaew Subdistrict. Data analysis was made through frequency, percentage, mean, and standard deviation. Analysis by statistical method composed of test statistics, Pearson’s Product-moment Correlation Coefficient, and regression analysis by using application package called Statistical Package for Social Sciences or SPSS.

4.2 Data Analysis of the Qualitative Data

The result of data analysis was to answer the purposes of research showed the details as follows:

The result of research revealed that most questionnaire respondents were female for 149 persons accounted for 74.50%, age ranging from 31 to 40 years old for 127 persons equivalent to 63.50%, occupation as employees for 110 persons representing 55.00%, the highest educational level of Bachelor's degree for 117 persons accounted for 58.50%, married status for 102 persons accounted for 51.00%, and average monthly income more than Baht 15,001 for 90 persons representing 45.00%.

The questionnaire respondents had the opinion towards Good Governance Principles of Bangkaew Subdistrict Administrative Organization in whole at the high level. When considering in each aspect, it was found that all aspects were at the high level as well. The aspect with the highest average level was the principle of morality, followed by the principle of cost-effectiveness, the principle of accountability, the principle of transparency, the rule of law, and the principle of participation, respectively.

The overall opinion towards work administration according to Good Governance Principles in aspect of the rule of law was at the high level. The issues as weak points in this matter were that the leader participated in development plan preparation to express opinion and public relations arrangement or giving opportunity to express opinion towards several regulations being applied to the community ($\bar{X} = 3.76$ and $\bar{X} = 3.77$ respectively)

The overall opinion towards work administration according to Good Governance Principles in aspect of the principle of morality was at the high level. The issues as weak points in this matter were that the fair and equitable services to the public ($\bar{X} = 3.86$) and the adherence to the principle of legal accuracy for approval of disbursement ($\bar{X} = 3.88$).

The overall opinion towards work administration according to Good Governance Principles in aspect of the principle of transparency was at the high level. The issues as weak points in this matter were the display of workflow diagrams, i.e. tax payments ($\bar{X} = 3.77$), preparation of documents or journals of various publications to be distributed to the people for their thorough acknowledgment ($\bar{X} = 3.85$), clarification or problem solution in case of the complaint about improper work performance ($\bar{X} = 3.85$), and the operation of transparent and verifiable purchasing and procurement ($\bar{X} = 3.85$).

The overall opinion towards work administration according to Good Governance Principles in aspect of the principle of participation was at the high level. The issues as weak points in this matter were the public participated in preparation of several development plans and projects of Subdistrict Administrative Organization ($\bar{X} = 3.68$), project/activity, proposed by the public, to prepare the annual expenditure budget ordinance ($\bar{X} = 3.75$), and the public's giving cooperation in presenting the problem and needs of community ($\bar{X} = 3.78$).

The overall opinion towards work administration according to Good Governance Principles in aspect of the principle of accountability was at the high level. The issues as weak points in this matter were the supervisors were the good role model and the setup of the good example by praising and promoting the conduct of the persons as the good role model ($\bar{X} = 3.82$). In whole, the officials had good accountability for performing their duties at the high level ($\bar{X} = 3.86$).

The overall opinion towards work administration according to Good Governance Principles in aspect of the principle of cost-effectiveness was at the high level. The issues as weak points in this matter were the utilization of the modern technology and tool for working to reduce the expenses or cost of providing service ($\bar{X} = 3.78$), and conserve and develop the natural resources to complete and sustainable ($\bar{X} = 3.88$).

Hypothesis Test Results

H1: The public with the different demographic characteristics had the different opinions towards work administration according to Good Governance Principles.

Hypothesis 1.1: There were differences between the different genders.

Analysis result: The result revealed there were no differences for expressing opinions of male and female towards Work Administration according to Good Governance Principles of Bangkaew Subdistrict Administrative Organization with statistically significant at 0.05 level.

Hypothesis 1.2: There were difference among the different ages.

Analysis result: The result revealed there were no differences for expressing opinions among the different age groups towards Work Administration according to Good Governance Principles of Bangkaew Subdistrict Administrative Organization with statistically significant at 0.05 level.

Hypothesis 1.3: There were differences among the different occupations.1.

Analysis result: The result revealed there were no differences for expressing opinions among the different occupation groups towards Work Administration according to Good Governance Principles of Bangkaew Subdistrict Administrative Organization with statistically significant at 0.05 level.

Hypothesis 1.4: There were differences among the different educational levels.

Analysis result: The result revealed there were no differences for expressing opinions among the different educational groups towards Work Administration according to Good Governance Principles of Bangkaew Subdistrict Administrative Organization with statistically significant at 0.05 level.

Hypothesis 1.5: There were differences among the different statuses.

Analysis result: The result revealed there were no differences for expressing opinions among the different status groups towards Work Administration according to Good Governance Principles of Bangkaew Subdistrict Administrative Organization with statistically significant at 0.05 level.

Hypothesis 1.6: There were differences among the different incomes.

Analysis result: The result revealed there were no differences for expressing opinions among the different income groups towards Work Administration according to Good Governance Principles of Bangkaew Subdistrict Administrative Organization with statistically significant at 0.05 level.

5. Conclusion, Discussion, and Recommendation

The purpose of the study on Work Administration according to Good Governance Principles of Bangkaew Subdistrict Administrative Organization were as follows:

1. To study the level of work administration according to good governance Principles of Bangkaew Subdistrict Administrative Organization
2. To study the opinions of the public towards work administration according to good governance Principles of Bangkaew Subdistrict Administrative Organization

Population, used for this study, composed of 200 persons in an area of Bangkaew Subdistrict Administrative Organization with data analysis through descriptive statistics analysis comprising frequency, percentage, standard deviation, and multiple regression analysis.

5.1 Conclusion

This study as case study of work administration according to good governance Principles of Bangkaew Subdistrict Administrative Organization in whole and in each aspect were at the highest level for all aspects. The conclusion of study was as follows: the overall study of work administration according to good governance Principles of Bangkaew Subdistrict Administrative Organization was at the high level. When considering in each aspect, it was found that work administration according to good governance Principles of Bangkaew Subdistrict Administrative Organization in aspects of the principle of morality, the principle of transparency, the principle of participation, the principle of accountability, the principle of cost-effectiveness, and the rule of law were at the high level.

5.2 Discussion

For the study of “work administration according to good governance Principles of Bangkaew Subdistrict Administrative Organization in Mueang Chachoengsao District, Chachoengsao Province”, the researcher had the opinion towards the interesting issues for discussion in each aspect as follows:

The rule of law: the study showed that the overall opinion towards work administration according to good governance principles in aspect the rule of law of of Bangkaew Subdistrict Administrative Organization, classified in each aspect and item was at the high level. When considering in each item, it was firstly found that Subdistrict Administrative Organization officials equally acted in enforcement of ordinances to each individual group or the public. Secondly, Subdistrict Administrative Organization officials gave knowledge and understanding of ordinances to the public before enforcement. There were public relations of regulations and laws related to the rights and duties of the public, arrangement for public relations or giving opportunity to the public to express their opinions towards several regulations to be applied to the community. Also, the leader participated in preparation of development plan for expressing the opinion.

The principle of morality: the study revealed that the overall opinion towards work administration according to good governance principles in aspect of the principle of morality of Bangkaew Subdistrict Administrative Organization, classified in each aspect and item was at the high level. When considering in each item, it was firstly found that Subdistrict Administrative Organization officials performed their work considering the public interest as the primary concern, Secondly, Subdistrict Administrative Organization officials considered several matters in the council in the reasonable and straightforward manners without considering the companions and performed work with diligence, patience, discipline. Their officials performed duties with transparency, honesty, truthfulness, and sincerity, not considering their own interest. The executives of Subdistrict

Administrative Organization adhered to the principles of correctness in accordance with the law order for approving disbursement with providing the public services fairly and equally.

The principle of transparency: the study revealed that the overall opinion towards work administration according to good governance principles in aspect of the principle of transparency of Bangkaew Subdistrict Administrative Organization, classified in each aspect and item was at the high level. When considering in each item, it was firstly found that their administration was disclosed with the straightforward operation procedure plan without conflicts between personal and public interests. Secondly, the public received the clarification or problem solution in case of the complaints about the improper work operation. In addition, purchasing and procurement at Subdistrict Administrative Organization were transparent and verifiable, i.e. announcement of price proposal and bidding openly, various publications distributed for the public acknowledgment thoroughly, etc.

The principle of participation: the study revealed that the overall opinion towards work administration according to good governance principles in aspect of the principle of participation of Bangkaew Subdistrict Administrative Organization, classified in each aspect and item was at the high level. When considering in each item, it was firstly found that the public were appointed as the committee in purchasing – procurement of Subdistrict Administrative Organization. Secondly, the public participated in decision on preparation of public services of Subdistrict Administrative Organization by giving information of public needs for arranging a three-year development plan. The public gave cooperation in presenting the problems and their needs. Projects/activities proposed by the public were to prepare the annual expenditure budget ordinances. Also, the public took part in preparation of several development plan and projects of Subdistrict Administrative Organization.

The principle of accountability: the study revealed that the overall opinion towards work administration according to good governance principles in aspect of the principle of accountability of Bangkaew Subdistrict Administrative Organization, classified in each aspect and item was at the high level. When considering in each item, it was firstly found that there was the promotion to the capable persons by giving the appropriate rewards and punishments. Secondly, there was the responsibility for completing the assignments on time. The officials were responsible for their duties. The supervisors acted as the good role model and set the good example by praising and promoting the conduct of people who were the good role model.

The principle of cost-effectiveness: the study revealed that the overall opinion towards work administration according to good governance principles in aspect of the principle of cost-effectiveness of Bangkaew Subdistrict Administrative Organization, classified in each aspect and item was at the high level. It was firstly found that the work was performed as saving of resources and time with objective achievement in a timely manner. Secondly, there was the reduction of work procedure to be shorten or complete in one step for convenience and rapidness as well as conservation and development of natural resources to be complete and sustainable. There was the use of modern technology and tool for work to reduce the expenses or cost of providing service.

5.3 Recommendation

From the study on the public opinion towards work administration according to good governance principles, the researcher recommended the study of work administration according to good governance principles of Bangkaew Subdistrict Administrative Organization as follows:

The utilization of good governance principles for work administration of Bangkaew Subdistrict Administrative Organization was the guideline on working together. Mostly, there was the compliance with the rules and regulations transparent, fair, and verifiable in Bangkaew Subdistrict Administrative Organization.

The rule of law: the study revealed that the work administration of Bangkaew Subdistrict Administrative Organization needed improvement to give knowledge and understanding of ordinances to the public first before enforcement. It was necessary to conduct the meeting in the village to explain to the public for their more understanding about the ordinances.

The principle of morality: the study revealed that the work administration of Bangkaew Subdistrict Administrative Organization needed improvement to perform duties with transparency, honesty, truthfulness, and sincerity without considering their own interest and give opportunity to the public for their participation in audit of the officials' work.

The principle of transparency: the study revealed that the work administration of Bangkaew Subdistrict Administrative Organization needed improvement to prepare document or journal of several publications for distribution to the public for thorough acknowledgment, together with the flowchart of operating procedures at the same time.

The principle of participation: the study revealed that the work administration of Bangkaew Subdistrict Administrative Organization needed improvement to allow the public to participate in preparation of several development plans and projects of Subdistrict Administrative Organization.

The principle of accountability: the study revealed that the work administration of Bangkaew Subdistrict Administrative Organization needed improvement to promote the capable person by giving appropriate rewards and punishments.

The principle of cost-effectiveness: the study revealed that the work administration of Bangkaew Subdistrict Administrative Organization needed improvement to utilize the modern technology and tool for working to reduce expense or cost of providing service.

Recommendation for future research

From the research result, the researchers suggested the guideline on doing further research as follows:

1. To do research on work administration of Subdistrict Administrative Organization in other aspects to use the research result for comparison to see if there were any differences
2. To do research on the public participation in work development and administration of Subdistrict Administrative Organization

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