

Attitudes Towards Good Governance: A Case Study of a Company in the Southern Border Provinces of Thailand

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Abstract— This research study aimed to study the attitude toward good governance of company employees in the southern border provinces of Thailand. The population used in this study was 150 employees of the company. The research tool is a questionnaire divided into three parts: Part 1 was a questionnaire regarding general information about employees. Part 2 was a questionnaire regarding attitudes towards good governance. The nature rating scale questions are divided into seven areas, totaling 24 questions. Part 3: Questionnaire for suggestions regarding personnel attitudes towards good governance. The nature of the questionnaire was open-ended. Checking the reliability of the questionnaire. A value of 0.875 was obtained using the alpha coefficient analysis method. The study's results found that, in terms of general status, most respondents were female, aged 41-45 years, with educational qualifications lower than a bachelor's degree. Have a working period of 6-10 years and a monthly income of less than 10,000 baht. When studying the attitude towards good governance of employees of a company in the southern border provinces of Thailand, it was found that. Respondents had agreeable attitudes regarding the rule of law, morality, and transparency. Participation Value aspect: Not sure about responsibility and equality. Moreover, promotes personal development by being a person who is ready to be dedicated to work in terms of knowledge, morality, honesty, and service spirit. And promote legal knowledge of the industry and law of labor. This format will help make employees in this company happy and want to work more than ever before.

Keywords— Attitude towards good governance, attitude, good governance, company employees, southern border provinces of Thailand.

I. INTRODUCTION

The era of globalization has resulted in political, economic, and social situations. And administration of the public and private sectors. There are continuous economic, social, and political changes. until the impact becomes a crisis, severely affecting Thailand. It is necessary to reform the country's administration and society to be modern and consistent with the environment. An economic crisis occurs that affects every sector of society. The causes of various structural changes are deficiencies, weaknesses, and inefficiency of the administration. Manage at the national and organizational levels, both in the public and private sectors, including corruption and wrongdoing—professional Ethics Weakness and decline of government officials, lack of transparency and justice. People lack information. There is an apparent lack of knowledge and understanding about the country's situation. Problems of corruption and misconduct: When Thailand faced an economic crisis, it caused the state to reform. The bureaucratic system is outdated and inefficient, which is an obstacle to national development and does not respond to the needs of the people and changes in society. [1-2] In 1997, Thailand faced a more severe and challenging economic and financial crisis than before. The Thai government at that time decided to recover from the economic crisis by negotiating financial assistance from the International Monetary Fund. (International Monetary Fund : IMF), which the International Monetary Fund has agreed to provide assistance to revive the

economy and the conditions for reforming the civil service system are specified as part of the mechanism for creating good governance (Good Governance).[3] The vital issue involves appropriately arranging the government sector's role in society. This includes decentralization, which means duties are given to local government organizations. Create an inspection system for transparency and public participation. To prevent and suppress corruption, the government has reduced the size of government agencies and improved the system to be more efficient to save money.

Budget and use the budget to get the most benefit. Therefore, the new government management approach is to change the current situation into a modern organization, adhering to the principles of good governance, including improving the quality of life and the local economy and society. Therefore, the researcher is interested in studying attitudes toward good governance based on the above information. A case study of a company in Thailand's three southern border provinces was conducted to present the research results to high-level stakeholders. To use the information to improve and serve as a guideline for working within various organizations to be more efficient following the principles of good governance.

II. PROBLEM STATEMENT

Good governance is an essential principle in running a country and various public sector organizations. In addition, private sector organizations have adopted the abovementioned

principles of corporate governance or good corporate governance, aiming to achieve efficiency, effectiveness, transparency, fairness, and participation. According to various stakeholders in current organizational management, various business organizations, including service sector businesses, have widely applied the above principles in organizational management. In the failures that occur in the administration of public and private organizations both domestically and abroad. Part of this is due to a need for more transparency. Management that lacks efficiency and effectiveness lacks participation from various stakeholders. This problem is still relatively high in management and joint inspection. One of the essential solutions to the problem is to create knowledge, understanding, and practice of the basics of good governance for better and clearer management and administration.

III. METHODOLOGY

Research on attitudes towards good governance: a case study of a company in the southern border provinces of Thailand. The methods for operating are as follows:

3.1 Research methods

This research is a survey research. It focuses on collecting data from the attitudes of employees of a company in the southern border provinces of Thailand. To study such attitudes towards good governance.

3.2 Population and sample

The population used in this study was 150 employees from 244 employees of a company in the southern border provinces of Thailand. By Multi-stage Random Sampling and the sample size was determined using the Yamane method with a confidence level of at least 95% and an error of 5% for a total of 244 people according to the following formula:

3.3 Research Tools

3.3.1 Characteristics of the tools used in the research

In this research, the researcher used a questionnaire divided into three parts: Part 1: General information about company employees in the southern border provinces of Thailand. There are five checklist questions. Part 2: Questionnaire regarding attitudes towards good governance: A case study of a company in the southern border provinces of Thailand. There are 24 questions in the form of a rating scale (Rating Scale), divided into seven areas, which have criteria for setting the rating weight into five levels according to the Likert method as follows: [4-5]

Score weight of answer options Priority level

Set a value equal to 5; strongly agree.

Set the value to be equal to 4; I somewhat agree.

Set the value to be equal to 3. Not sure.

Set the value to be equal to 2. Disagree.

Set a value equal to 1; strongly disagree.

Interpreting individual and overall scores: Use an average value ranging from 1.00 – 5.00, considering the following criteria:

4.50 – 5.00 means there is an opinion at the level of strong agreement.

3.50 – 4.49 means the opinion is at a somewhat agreed level.

2.50 – 3.49 means having an opinion at an uncertain level.

1.50 – 2.49 means having opinions at the level of disagreement.

1.00 – 1.49 means there is an opinion at the level of strongly disagreeing.

Part 3: Questionnaire for suggestions regarding personnel attitudes towards good governance. I am an employee of a company in the southern border provinces of Thailand. The nature of the questionnaire is open-ended.

3.3.2 Creating Research Tools

The researcher created an instrument for this research by following the steps below.

3.3.2.1 Study the principles of inquiry design. And define the research concept.

3.3.2.2 Study information from books, documents, articles, and related research works. To serve as a guideline for creating the questions (Items) of the questionnaire.

3.3.2.3 Determine the issues and scope of questions to be consistent with the objectives. And benefits of research.

3.3.2.4 Proceed with creating a draft questionnaire.

3.3.2.5 The researcher used the questionnaire to try out (Try-Out) with a sample group that had similar characteristics to the population to be studied, namely employees in Merchant Partners Securities Public Company Limited, totaling 30 sets.

3.3.2.6 Calculate the draft questionnaire's discriminatory power and confidence values after testing (Try-Out). The questionnaire, which is in the form of a checklist, will calculate the discriminatory power values. using standard deviation analysis (Standard Deviation: S.D.) in the part of the questionnaire that is in the form of a rating scale to calculate the confidence value of the questionnaire. Reliability using the alpha coefficient analysis method. The result appeared to be 0.875.

3.3.2.7 Modify the questionnaire according to the results from the discriminant power analysis. And the confidence value of the questionnaire before actually using it.

3.4 Data collection

The researcher collected data for use in data analysis from questionnaires filled out by 150 employees of a company in the southern border provinces of Thailand. The steps are as follows:

3.4.1 The researcher has visited a case study company in the southern border provinces of Thailand. To collect personnel information for a total of 150 people.

3.4.2 Summarize the received information and record it in the computer system. Through ready-made statistical programs.

3.5 Statistics used in the analysis

The application of statistical methods for data analysis. The researcher utilized the data acquired from the questionnaire to assess the comprehensiveness of the data. Subsequently, the data should be subjected to analysis using the provided pre-existing software applications.

Section 1: Overview of Respondent and Business Profile This section provides an overview of the respondent's general status and the business in question, encompassing gender, age, educational background, and length of work. The monthly

income of an individual or household refers to the total amount of money earned throughout a one-month period. The data were subjected to analysis using frequency distribution and percentage. [6-8]

Section 2: Various variables influence respondents' views towards good governance, including elements that enhance their awareness of the concepts of good governance within the realm of law. The fundamental tenets of ethical administration the principles about transparency in the context of good governance. The factors that contribute to effective governance concerning participation. The principles of effective governance regarding responsibility. The principles of good governance about the concept of value for money and the primary criteria associated with good governance in this matter.

The concept of equality is examined by calculating statistical measures such as the mean and standard deviation, which are utilized to describe and quantify the distribution of data. By implementing a 5-level rating scale, the response value may be categorized as follows: the highest, the highest, the moderate, the lowest, and the lowest. There are certain criteria for the interpretation of findings, which are outlined as follows:

The process of analyzing and understanding both individual and aggregate scores: Utilize a mean value within the range of 1.00 to 5.00, taking into account the subsequent criteria:

A range of 4.50 to 5.00 indicates a consensus characterized by a high degree of agreement.

A range of 3.50 to 4.49 indicates that the viewpoint is situated at a somewhat consensual level.

A range of 2.50 to 3.49 indicates a state of having an opinion that is characterized by a considerable degree of uncertainty.

A numerical range of 1.50 to 2.49 indicates the presence of divergent viewpoints or opinions.

A rating of 1.00 - 1.49 indicates a position characterized by a significant inclination towards disagreement.

3.5 Study information on quality research with attitudes towards good governance: a case study of a company in the southern border provinces of Thailand.

3.5.1 Document research By studying various documents related to importation, to apply good governance principles in the management and development of human resources [9-12]

3.5.2 Field research using structured or formal interviews.

3.5.3 Population and sample: The researcher has defined the target population. Is a manager in the company, a human development officer, and the head of the administration and production departments. By selecting six critical informants based on the following qualifications:

- Administrative manager, two people
- Head of production, three people
- Head of Human Resource Development Department, one person

3.5.4 The instrument used for data collection was a structured interview. With the following questions:

3.5.5 How to collect data from the field: The researcher chose the interview method according to the objectives of the research study.

3.5.6 Data analysis the researcher took the information obtained from interviews with the sample group and classified it into themes sorted by the research objective. Then, the data for each issue was analyzed using the method of "interpretation" according to the principles of qualitative data analysis.

IV. RESULTS AND DISCUSSION

Research on attitudes towards good governance: a case study of a company in the southern border provinces of Thailand. The objective of the research was to study the attitude towards good governance of employees of a company in the southern border provinces of Thailand. Classified according to personal factors, the researcher presents the results of the study in three points as follows:

4.1 Results of data analysis on the general status of respondents.

Results of data analysis on the general status of respondents. The questionnaire is a checklist type with two items as follows:

General status of respondents in terms of gender Results of data analysis on the general status of respondents in terms of gender. The results appear as shown in Table 1.

TABLE 1. Number and percentage of general information of respondents, classified by gender.

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	42.7	42.7
	Female	86	57.3	100.0
	Total	150	100.0	100.0

From Table 1, it is found that the gender of most respondents is female, accounting for 57.3 percent. The rest is male, accounting for 42.7 percent.

From Table 2, it is found that the company employees who responded to the questionnaire were in the age range of 41–45 years, accounting for 34 percent, followed by those aged 36–40 years, accounting for 24.7 percent, and the age group over 50 years, accounting for the remaining 4 percent.

TABLE 2. Shows the number and percentage of respondents' general status in terms of age.

Age	Frequency	Percent	Valid Percent	Cumulative Percent
<25 Years old	13	8.7	8.7	8.7
25-30 years old	10	6.7	6.7	15.3
31-35 years old	19	12.7	12.7	28.0
36-40 years old	37	24.7	24.7	52.7
41-45 years old	51	34.0	34.0	86.7
46-50 years old	14	9.3	9.3	96.0
>50 years old	6	4.0	4.0	100.0
Total	150	100.0	100.0	

From Table 3, it can be seen that the highest number of company employees with less than a bachelor's degree is 92 people, or 61.3 percent, followed by a bachelor's degree with

49 people, or 32.7 percent, a master's degree level with 7 people, or 4.7 percent, and a doctorate with 2 people, or 1.3 percent, respectively.

TABLE 3. Shows the number and percentage of respondents' general status regarding educational background.

Degree	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a bachelor's degree	92	61.3	61.3	61.3
Valid Bachelor's degree	49	32.7	32.7	94.0
Master's degree	7	4.7	4.7	98.7
Doctorate degree	2	1.3	1.3	100.0
Total	150	100.0	100.0	

TABLE 4 Shows the number and percentage of respondents' general status in terms of length of employment.

Length Time	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	35	23.3	23.3	23.3
Valid 1- 5 years	51	34.0	34.0	57.3
6 – 10 years	57	38.0	38.0	95.3
More than 10 years	7	4.7	4.7	100.0
Total	150	100.0	100.0	

From Table 4, it is found that the longest working period of the respondents is 6–10 years, 38 percent, followed by 1–5 years, 34 percent, less than 1 year, 23.3 percent, and finally, more than 10 years. 4.7 percent

TABLE 5. Shows the number and percentage of respondents' general status in terms of monthly income.

Monthly income	Frequency	Percent	Valid Percent	Cumulative Percent
<10,000 Bath	75	50.0	50.0	50.0
Valid 10,000-15,000 Bath	41	27.3	27.3	77.3
15,001-20,000 Bath	17	11.3	11.3	88.7
20,001-25,000 Bath	6	4.0	4.0	92.7
25,001-30,000 bath	9	6.0	6.0	98.7
>30,000 Bath	2	1.3	1.3	100.0
Total	150	100.0	100.0	

Table 5 found that the income of most employees was less than 10,000 baht, accounting for 50 percent, followed by receiving a salary in the range of 10,000–15,000 baht, accounting for 27.3 percent, while income was more than 30,000 baht, accounting for 1.3 percent.

In summary, most company employees who responded to the survey were female. Accounting for 57.3 percent, the working age, education, work period, and salary level were found to be between 41 and 45 years old, accounting for 34 percent. Their education was at least a bachelor's degree level, equal to 61.3 percent. They had a working period of 6–10 years, equal to 38 percent, and received a salary of less than 10,000 baht, equal to 50 percent, respectively.

4.2 Results of data analysis on attitudes towards good governance: A case study of a company in the southern border provinces of Thailand.

Results of data analysis on attitudes towards good governance: a case study of a company in the southern border provinces of Thailand. Both are classified according to the principles of good governance in each area, including the rule of law, morality, transparency—participation, the responsibility value aspect, and equality, including analyzing 24 items individually. Using the following criteria for analyzing and interpreting data:

4.50–5.00 means there is an opinion at the level of strong agreement.

3.50–4.49 means the opinion is at a somewhat agreed-upon level.

2.50–3.49 means having an opinion at an uncertain level.

1.50–2.49 means there is an opinion at the level of disagreement.

1.00–1.49 means there is an opinion at the level of strongly disagreeing.

Results of data analysis on attitudes towards good governance: A case study of a company in the southern border provinces of Thailand. The results appear as shown in Table 6.

Table 6. Shows the average values and standard deviation of attitudes towards good governance: a case study of a company in the southern border provinces of Thailand as a whole (N = 150 people)

Attitudes towards Good Governance: A Case Study of a Company in Thailand's Southern Border Provinces	Average (\bar{X})	Standard Deviation (S.D.)	Interpreting Data
1. Good Governance in Law	2.26	0.85	The Level of Disagreement
2. Integrity Governance	3.27	0.99	An Uncertain Level
3. Good Governance on Transparency	3.88	0.92	Agreed-UpOn Level
4. Participatory Governance	3.98	0.96	Agreed-UpOn Level
5. Corporate Governance Principles of Responsibility	3.11	1.10	An Uncertain Level
6. Value Governance	3.13	0.85	An Uncertain Level
7. Equitable Governance	3.91	0.98	Agreed-UpOn Level
Total	3.36	0.95	An Uncertain Level

Table 6 shows attitudes towards good governance: a case study of a company in the southern border provinces of Thailand. Overall, it was agreeable, with an average of 3.36. For the results of considering each item, the average score is between 1.93 and 4.52, which can be arranged in order of the average score from highest to lowest as follows:

Attitudes towards good governance: A case study of a company in the southern border provinces of Thailand. The research results did not find an average at this level.

Attitudes of employees of a company in the southern border provinces of Thailand. Somewhat agree level: Good Governance on Transparency equals 3.88 ± 0.92 ; Participatory Governance equals 3.98 ± 0.96 ; and Equitable Governance equals 3.91 ± 0.98 .

Attitudes of employees of a company in the southern border provinces of Thailand. The uncertain level includes Integrity Governance, equal to 3.27 ± 0.99 ; Corporate Governance Principles of Responsibility, equal to 3.11 ± 1.10 ; and Value Governance, equal to 3.13 ± 0.85 . Attitudes of employees of a company in the southern border provinces of Thailand. Good governance in law is equal to 2.26 ± 0.85 at the disagree and strongly disagree levels. Results of data analysis on the employees' attitudes toward a company in the southern border provinces of Thailand. towards good governance, classified according to the principles of good governance in the area of law as shown in Table 7

TABLE 7. Shows the mean (\bar{X}) and standard deviation (S.D.) of the attitudes of company employees in the southern border provinces of Thailand. Classified according to principles of good governance of the rule of law (N = 150 people)

Good governance of the rule of law	(\bar{X})	S.D.	Interpretation
Do you agree with the company's Rules and regulations? No editing is required	2.92	1.02	An uncertain level.
Do you agree that the organization conducts disciplinary procedures equally with all employees?	1.90	0.81	The level of disagreement.
He agrees with the statement that "delay in the legal process is unfair. Do you agree that the Company constantly revises its rules, regulations, and the rule of law?"	1.95	0.76	The level of disagreement.
	2.25	0.81	The level of disagreement.
Overall average results	2.26	0.85	The level of disagreement.

Results of data analysis on the employees' attitudes toward a company in the southern border provinces of Thailand. Towards good governance, classified according to the principles of moral governance, As shown in Table 8 and to the principles of good governance in terms of transparency. As shown in Table 9.

TABLE 8. The Average (\bar{X}) and standard deviation (S.D.) of the attitudes of company employees in the southern border provinces of Thailand. Classified according to principles of the principles of moral governance (N = 150 people)

The principles of moral governance	(\bar{X})	S.D.	Interpretation
Do you agree that ignoring immoral and unethical behavior is unethical?	3.99	0.95	A somewhat agreed level.
Do you agree with the saying, "Virtue is something that is under the consciousness of what is wrong and what is right?"	3.42	1.20	An uncertain level
To get the job done. You agree to do so without considering it to be contrary to laws and the Company's Articles of Association.	2.39	0.81	The level of disagreement
Overall average results	3.27	0.99	An uncertain level

Results of data analysis on the employees' attitudes toward a company in the southern border provinces of Thailand. towards good governance, classified according to participatory governance principles as shown in Table 10.

Results of data analysis on the employees' attitudes toward a company in the southern border provinces of Thailand. towards good governance, classified according to the principles of good governance in terms of responsibility As shown in Table 11, and the governance principles of value for money. As shown in Table 12 and to the principles of good governance regarding equality. As shown in Table 13

TABLE 9. The Average (\bar{X}) and standard deviation (S.D.) of the attitudes of company employees in the southern border provinces of Thailand. Classified according to principles of the principles of good governance in terms of transparency (N = 150 people)

The principles of moral governance	(\bar{X})	S.D.	Interpretation
Do you agree that the scope of your work is clearly and appropriately defined?	4.39	0.71	a somewhat agreed level
You can access the Company's information conveniently, accurately, and honestly.	3.07	1.16	an uncertain level.
You are aware of the Company's audit and evaluation process.	4.53	0.50	the level of strong agreement
Do you agree that regular performance checks and follow-ups are required?	3.95	1.12	a somewhat agreed level
Do you agree that the Company provides monitoring and monitor plans and projects?	3.47	1.10	an uncertain level
Overall average results	3.88	0.92	a somewhat agreed level

TABLE 10. Shows the mean (\bar{X}) and standard deviation (S.D.) of the attitudes of company employees in the southern border provinces of Thailand. Classified according to participatory governance principles (N = 150 people)

Participatory governance principles	(\bar{X})	S.D.	Interpretation
You can ask questions if you have doubts about the Company's operating processes.	3.31	1.06	an uncertain level
Do you agree that staff will provide many comments and suggestions when meetings are held?	4.26	1.03	a somewhat agreed level
Do you agree that in the Company's operations, there is regular consultation, consultation, listening to criticisms and suggestions?	4.35	0.80	a somewhat agreed level
Overall average results	3.97	0.96	a somewhat agreed level

TABLE 11. Shows the mean (\bar{X}) and standard deviation (S.D.) of the attitudes of company employees in the southern border provinces of Thailand. Classified according of the principles of good governance in terms of responsibility (N = 150 people)

The principles of good governance in terms of responsibility	(\bar{X})	S.D.	Interpretation
You can accept the good and bad consequences of your own actions.	3.80	0.95	a somewhat agreed level
Do you agree that when errors and problems occur? Everyone will excuse and blame it for the actions of others.	2.53	0.96	an uncertain level.
Do you agree that good governance is a specific responsibility? He's on his own.	2.99	1.40	an uncertain level.
Overall average results	3.11	1.10	an uncertain level.

TABLE 12. Shows the mean (\bar{X}) and standard deviation (S.D.) of the attitudes of company employees in the southern border provinces of Thailand. Classified according to the governance principles of value for money (N = 150 people)

The governance principles of value for money.	(\bar{X})	S.D.	Interpretation
Do you agree that the Company has defined and identified factors or indicators of value for money and announced them to employees?	3.24	0.96	an uncertain level.
Do you agree that planning is one of the factors that saves resources for the company?	4.21	0.76	a somewhat agreed level.
Do you agree that the company consumes very few resources? In the achievement of duties.	1.93	0.83	the level of disagreement
Overall average results	3.13	0.85	an uncertain level.

TABLE 13. Shows the mean (\bar{X}) and standard deviation (S.D.) of the attitudes of company employees in the southern border provinces of Thailand. Classified according the principles of good governance regarding equality. (N = 150 people)

The principles of good governance regarding equality	(\bar{X})	S.D.	Interpretation
Do you agree that the company provides equal opportunities for all? Non-discrimination in all matters.	4.43	0.65	a somewhat agreed level.
Do you agree that the company has strengthened its resource and budget allocation system to consider the needs and interests of all groups of people without discrimination?	3.58	1.13	a somewhat agreed level.
He thought and felt treated equally.	3.71	1.16	a somewhat agreed level.
Overall average results	3.91	0.98	a somewhat agreed level.

4.3 Suggestions for the good governance of employees of a company in the southern border provinces of Thailand.

Forms and methods for applying the principles of good governance in the management of an agency in the southern border provinces. The information obtained from the inquiry has the following points:

4.3.1. In applying the rule of law in human resource management. And management of companies in the southern border provinces of Thailand

- Compliance with laws and regulations for fairness and justice in administration. Human resources: The person enforcing the law will also have authority over that law. This company in the southern border provinces of Thailand has applied moral principles in developing and promoting personnel under them to have the opportunity to learn on the job. Received education and training to accumulate experience to gain expertise Expert in work by performing work that emphasizes the principles of transparency and conducting oneself in order, giving importance to the prevention of corruption and misconduct of employees in this area in terms of participation principles, executives and department heads provide opportunities for personnel in the department. Share opinions, participate in discussions and decision-making, and listen to everyone's opinions.

- In terms of the main responsibilities of this company, most of them include placing people appropriately for the job, correcting weak points, and promoting strong points. Assign each person's responsibility as appropriate. So that everyone knows how to take responsibility for their work. Which is the development of knowledge and internal abilities as well. In the principle of value for money, this company campaigns and instills ideas in the personnel in the organization. Which has realized the most economical and cost-effective use of allocated resources. Also, everyone must primarily participate in saving

4.3.2 Problems and obstacles in applying good governance principles to the management of companies in the southern border provinces of Thailand.

- The problem is the need for more resources to help support operations. As a result of the poor work performance, there was a delay that made personnel bored. They had terrible feelings while working and did not receive their salary on the specified date and time.
- In this company's personnel problems, most of the time, employees need to gain knowledge of the laws and theories that apply to their work. Someone with little work experience will newly hire the personnel of this company, those employees who still need work experience. Judgment based on the law may contain errors. As a result, personnel need more confidence and morale in performing their jobs.
- The problem of lack of human resources for a long period by recruiting replacement personnel, most of them will be hiring new personnel. Even though you have the knowledge and ability, you still lack work experience. Moreover, the management of the organization needs a clearer mentoring system. As a result, newly hired personnel are worried. And need for job satisfaction. When they have the opportunity, they resign or transfer to another place.
- The problem of a large workload makes each employee focus only on their work. To the point of not giving importance to participating in helping other people's work or the work of the public as it should be
- The problem is that there needs to be more motivation to develop knowledge and abilities in other tasks unrelated to the current job. This makes it difficult to develop other aspects of the agency's work. There are also obstacles regarding the period. More than a limited budget is needed to organize the company's various activities efficiently.

4.3.3 Methods and guidelines for solving problems and obstacles in applying good governance principles in administration, management, and human resources at the company in the southern border provinces of Thailand

- Establish a mentoring system to teach new personnel who come to work. Studying the work performance of the mentor to study the law Procedure This will ensure that new personnel do not feel that the workload they have to perform is beyond their abilities and that the mentor staff must act as a good example. Emphasis is placed on following government rules and regulations. Work with transparency Fair and non-discriminatory

- Allocate adequate resources necessary for operations. To increase the work efficiency of personnel, The parent agency should have a survey of the needs of the equipment required for the use of the agency under it to see if there is a shortage. Or has it been used for a long time.
- Emphasize teamwork. They appointed the officials of each department as committees or working groups. Let everyone participate in everything. Work organized by the agency Set duties to follow as appropriate. Let everyone contribute their opinions. Let everyone know the steps in operating to demonstrate honesty, integrity, and transparency.
- Create incentives for the organization. By setting special conditions for personnel who will present their work for promotion to a higher level. By considering personnel with heavy workloads as the priority. And instill the love of the organization, love of work, and love of personnel to newly hired personnel in the agency.

4.3.4. Guidelines for developing models and methods for applying good governance principles in the management and human resources of a company in the southern border provinces of Thailand

- Promote personal development by being a person who is ready to be dedicated to work in terms of knowledge, morality, honesty, and service spirit.
- Promote legal knowledge of the industry and labor law.

The present analysis aims to analyze the findings about the attitudes towards good governance among workers of companies operating in the southern border regions of Thailand. The staff of companies in the southern border provinces of Thailand should exhibit a degree of non-conformity towards the concept of good governance and the rule of law. Upon careful examination of each question, it becomes evident that they are situated at a degree of disagreement. This aligns with the theoretical framework proposed by Gatchev et al. (2022) [13], positing that the principle of the rule of law encompasses establishing contemporary and equitable legislation, rules, and regulations. The acceptance and adherence of laws, rules, and regulations by society are fundamental to the functioning of government under the law. Avoid using subjective preferences or individual authority.

Attitudes towards the good governance of employees of a company in the southern border provinces of Thailand In terms of morality, it was at a somewhat agreed-upon level. Each question was found to be at a neutral level. Moreover, at the level of disagreement in the question "To complete the work, you agree to act without considering it to be against the law and various regulations of the company," which is a negative question. This is consistent with the idea of [13] Petrescu et al. (2014) [13], which states that moral principles include adhering to righteousness and goodness by campaigning for officials. The state upholds this principle as an example for society and encourages people to develop themselves together. To make Thai people honest, sincere, diligent, patient, and disciplined. Doing an honest job until it becomes a national habit

Attitudes towards the good governance of employees in the southern border provinces of Thailand Transparency It's at

a reasonably agreeable level. Each question was found to be at a reasonably agreeable level. This is consistent with the idea of Lee and colleagues (2023) [5], who stated that the principle of transparency includes building mutual trust among nations. By improving the working mechanisms of organizations in every industry to be transparent, Useful information is disclosed. That is straightforward, easy-to-understand language. People can easily access information. and there is a process. Allow the public to verify its correctness.

Attitudes towards good governance among employees of a company in the southern border provinces of Thailand. Participation It is at a reasonably agreeable level. When considering each question, it was found that all questions were at a somewhat agreeable level. This is in line with the idea of Veloso Neto (2021) [14], who stated that the principle of participation includes allowing the public to participate and express their opinions. In deciding the essential problems of the country, whether by expressing opinions, Public inquiry, public hearing, referendum, or others.

Attitudes towards good governance among company employees in the southern border provinces of Thailand. Responsibility It is at an uncertain level. The question is negative. At a somewhat agreed level, in the question "Able to accept the good and bad results from one's actions" is consistent with the idea of Non et al. (2021) [15], who stated that Principles of responsibility include awareness of rights, duties, awareness of social responsibility, being attentive to the country's public problems, and eager to solve problems. as well as respect for different opinions and the courage to accept the consequences of one's actions.

Attitudes towards good governance among company employees in the southern border provinces of Thailand. Value aspect: It is at a reasonably agreeable level. When considering each question, it was found that all questions were at a somewhat agreeable level. This is consistent with the idea of Beland Lindahl and colleagues (2023)[16], who stated that The principle of value includes managing and using limited resources to achieve Maximum benefit to the public by campaigning for Thai people to be frugal, use things worthwhile and create products. and quality services that can compete on the world stage and maintain complete and sustainable development of natural resources.

Attitudes towards good governance of company employees in the southern border provinces of Thailand. Equality It is at an uncertain level. When considering each question, it was found that all questions were uncertain. This is in line with the idea of Lopes and colleagues (2020) [17], who stated that equality is considered a fundamental right that citizens receive from the state welfare administration, public utilities, and other aspects.

V. CONCLUSIONS AND IMPLICATIONS

5.1 Conclusion

Most company employees who responded to the survey were female. Accounting for 57.3 percent, the working age, education, work period, and salary level were found to be between 41 and 45 years old, accounting for 34 percent. Their education was at least a bachelor's degree level, equal to 61.3

percent. They had a working period of 6–10 years, equal to 38 percent, and received a salary less than 10,000 baht, equal to 50 percent, respectively.

The data analysis on attitudes towards good governance: a case study of a company in the southern border provinces of Thailand. Both are classified according to the principles of good governance in each area, including the rule of law, morality, transparency—participation, the responsibility value aspect, and equality, including analysing 24 items individually, including as 3.36 ± 0.95 (An Uncertain Level)

Overall, employees of a company in the southern border provinces of Thailand want to have a company with management and administration based on excellent and complete governance principles.

5.2 Implications

5.2.1 Provide a summary of policies, regulations, and administration. of a company in the southern border provinces of Thailand to communicate with employees and encourage employee participation in the success of the company.

5.2.2 Provide opportunities for employees to participate equally in decision-making on important matters that affect operations.

5.2.3 Promoting the improvement of work systems When there are mistakes, we will not blame them individually. Mainly analyze processes and work systems.

5.2.4 Providing knowledge and communication about good governance to lead to concrete practice.

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