

POTENTIAL, ROLE AND AUTHORITY LOCAL GOVERNMENT LEADER IN THE 21ST CENTURY OF SUB-DISTRICT HEADMEN AND VILLAGE HEADMEN, ROI ET PROVINCE

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ABSTRACT

The research article titled “Potential, Role, and Authority Local Government Leader in the 21st Century of Sub-district Headmen and Village Headmen, Roi Et Province” has the following objectives: (1) study the potential Roles and Duties of Local Government Leaders in the 21st Century of the Sub-district Headmen and Village Headmen. (2) Analyze the problems and obstacles, potential, roles, and authority of local government leaders in the 21st century of Sub-district Headmen and Village Headmen. and (3) Suggest solutions to potential problems. Roles and Duties of Leaders The 21st-century localities of the Sub-district Headmen and Village Headmen are in line with the current conditions. This research was conducted in Roi Et Province, Thailand, and it was qualitative research which has research tools such as an in-depth interview form with in-depth interview data collected from a sample group, which consists of (1) Sub-district Headmen and Village Headmen, (2) Government officials of the Department of Provincial Administration, and (3) political and administrative scholars, a total of 44 people. The data collected from document studies and interviews were then analyzed by the content analysis method. The results showed that;

The potential, roles, and authority of Local Government Leaders in the 21st Century of the Sub-district Headmen and Village Headmen were found to be able to demonstrate their potential, roles, and authority in three ways: (1) Potential, Roles and Duties according to Legal Status: Acting according to the underlying law that is directly and specifically defined in the law, in other words, it is important to perform duties as a local administrative officer who must perform duties following the powers and duties set out in the Local Administrative Act of 1914. (2) the role as a representative of the state: Other roles that are specifically authorized by law, such as assisting and supporting the work of government agencies or other government organizations that operate in the area for which they are responsible or other types of work requested by the government agency. (3) the role as a Community Leader: Caring for the suffering of the residents in their jurisdiction, as well as helping, facilitating, mentoring, and admonishing the residents. This is to maintain peace and order within the community.

Keywords : Potential, Role, Authority, Sub-district Headmen, Village Headmen

INTRODUCTION

The Ministry of the Interior is primarily responsible for the maintenance of people's well-being, which is a function that has a wide scope of missions. The Sub-district Headmen and village headman as local administrative staff, therefore, have a role to be responsible for the work of the Ministry of Interior and also be responsible for the work of all ministries, bureaus, departments that are brought into practice in the sub-district / village. Therefore, it is considered an important mechanism for the government's work to achieve its goals, the position of the Sub-district Headmen and Village Headmen therefore first occurred during the reign of King Rama V. Because at that time, Thailand was facing the threat of Western powers extending their influence to neighboring countries of Thailand. While the Thai rule at that time was still outdated, there was no real administrative unity, endangering the stability of the kingdom. Therefore, King

Chulalongkorn decided to reform the government to strengthen and maintain national independence, therefore a major reform of the sub-district/village level government was made in 1892. By His Majesty King Bhumibol Adulyadej (Seng) Wiriyasiri went to try to set up Sub-district Headmen and Village Headmen at Ban Koh Bang Pa-In, Bang Pa-In District, Phra Nakhon Si Ayutthaya Province, which had determined that the people would consider choosing the village headmen, then let the headmen choose among themselves to be the Sub-district Headmen. The performance of duties also stipulates that there is a duty to maintain order in the locality, to prevent theft and criminals, and to impose some benefits in return, such as Reduce the cost of rice, bamboo tax, the cost of trampling at Narathiwat, etc. The purpose is for the people who are elected by the people to have the duty to take care of the operations of the sub-district, the village to be orderly, to be the eyes and ears of the government to help look after the health of the people in general, as well as to help expedite the collection of taxes, duties, and benefits of the state which are rightfully deserved by the people (Department of Administrative Affairs, Ministry of Interior, 2010).

Sub-district Headmen and Village Headmen is an institution that governs and administers the "locality" governance that has been born and developed continuously since the reign of King Rama V and until the present. It can still be said that the Sub-district Headmen and the Headman are institutions that have both roles and authority in subdistricts known as subdistricts and villages which have the concept of law and public administration collectively known as "local government". As can be seen that the name is the name of the administrative system and is a system of government in Thailand, which has the Local Administrative Act 1914 as the model law that has laid the foundation for the characteristics of such local government, which is considered an important structure of Thai territorial administration (Mektrairat et al., 2003).

In the later period, the provincial administrative structure was established with provinces and districts as another superstructure. This kind of local governance has resulted in the continued development of the Sub-district Headmen and Village Headmen of Thailand and, most importantly, having two statuses go hand in hand. That is to say, on the one hand, the Sub-district Headmen and Village Headmen are state representatives, the central and regional governments operating at the lowest levels of the state, and being in close contact with the people in various areas, the important duty is to help with coordination such as meetings of people in the villages and informing the public about official news, etc. At the same time, the Sub-district Headmen and Village Headmen have the status and role of people's representatives as leaders of the community, as they are not full-time government officials, nor are they working full-time for the government. Such roles and duties resulted in the Sub-district Headmen and Village Headmen having a duty to take care of the happiness and suffering of the people known as "the villagers" in many aspects, both related to the mobilization of resources from various sources to have the necessary infrastructure of the village sub-district, cultural and psychological activities of the residents (Mektrairat et al., 2003).

In 2006, the 1914 Local Administrative Act was amended concerning the Sub-district Headmen and Village Headmen, adding many questions and doubts. Despite what the role of the Sub-district Headmen and Village Headmen play, including adjusting salaries for the Sub-district Headmen and Village Headmen, and serving a term of office as a political official, or requiring a 60-year retirement (No. 11, 2008, Section 14) like a regular official, or even the issue of who or any agency or organization will oversee, evaluate the performance of the Sub-district Headmen and Village Headmen, and if so, how will they be assessed, and by what means to the most concrete. The Local Administrative Act (No. 12) 2009, Section 3 states that the revocation of the positions of Sub-district Headmen, Village Headmen, Sub-district Doctors, Sub-district Chief Inspector, and Assistant Village Headmen cannot be done. In the case of raising the status of the Sub-district Administrative Organization to be a Sub-District Municipality or a City Municipality, if there are still Sub-district Headmen and Village Headmen in that area, they will continue to hold office (Puang-ngam, 2005).

The amendment of the 1914 Local Administrative Characteristics Act concerning the Sub-district Headmen and Village Headmen during the 2006-2014 period, is an important issue and should be studied. Therefore, the researcher sees the importance of under such circumstances, therefore considers that research studies should be conducted. "Sub-district Headmen and Village Headmen and what their potential, roles, and responsibilities both in law and in practice are realistic, how should Sub-district Headmen and Village Headmen be adapted, amid political transformations and administrative reforms?". These will be useful in modifying and developing the capabilities, roles, and duties of the Sub-district Headmen and Village Headmen following the dynamics of the situation.

Research Question

This research study has set the study question as follows :

1. What is the potential, role, and authority of local government leaders in the 21st century of Sub -district Headmen and Village Headmen, Roi Et Province.
2. What is the problems and obstacles related to the potential, roles, and authority of local government leaders in the 21st century of Sub-district Headmen and Village Headmen, Roi Et Province.
3. What is the guidelines for the development of potential, roles, and authority of governing leaders The 21st-century area of the Sub-district Headmen and Village Headmen, Roi Et Province to be in line with the current conditions.

Research Objectives

This research study has set the study objectives as follows :

1. To study the potential, role, and authority of local government leaders in the 21st century of Sub -district Headmen and Village Headmen, Roi Et Province.
2. To analyze problems and obstacles related to the potential, roles, and authority of local government leaders in the 21st century of Sub-district Headmen and Village Headmen, Roi Et Province.
3. To suggest guidelines for the development of potential, roles, and authority of governing leaders The 21st-century area of the Sub-district Headmen and Village Headmen, Roi Et Province to be in line with the current conditions.

RESEARCH CONCEPTUAL FRAMEWORK

The research study titled "Potential, Role, and Authority Local Government Leader in the 21st Century of Sub-district Headmen and Village Headmen, Roi Et Province" The researcher has used the theory and research results related to the study as a guideline for data collection, analysis and explanation of research results to be in accordance with the objectives of the study and has developed a research conceptual framework as follows :

1. The concept of potential
2. The concept of the village headman and village headman
3. Roles, powers, duties and responsibilities of the village headman legal
4. The concept of division of power
5. Concept of government organization
6. Related Research

Korsutthitherakul, (1971). studied the subject. "Local development in the duties of the village headman" The results of the study revealed that the village headman system has been the property of the village headman since ancient times. They have existed since the Sukhothai period. The establishment of the village headman and village headman in the reign of King Rama V relied on the aforementioned structures as a guideline for the establishment, which enabled the people to understand and be of great benefit in the administration, which was the

true purpose of the government in recruiting rulers at the village level and The well-skilled sub-district in the village came up to take care of the villagers to make them feel as comfortable as possible. The village headman is an important engine of the government because it is truly a leader in rural development. But the government needs to upgrade the knowledge and ability of the village headman. the village headman raised to perform missions effectively according to the growth of the country

Meksawan, (1978). studied "Sub-district governance village and national security." The results of the study found that district administration Villages where people are elected as village headmen is the governor of the district own village It is suitable for the conditions of the locality and the conditions of rural society. The people have adhered to respect for elders or elders as well, and the establishment of such a system of government has helped to create a lot of stability for the nation. Because while the government may not arrange officials to rule thoroughly has determined that the village headman as an official acting as a representative and the eye and eye of the government and is a policy leader to inform the people and help provide government services to the people in their villages meanwhile The village headman is also a representative of the people in dealing with the government. Overseeing the security of the country in various regions It was done primarily through the village headman.

Chaturat, (1995). studied "Study the attitude of the village headman and the village headman Ban Hong District Chiang Mai Province renew the term in office for 5 years." The results of the study found that People are less cooperative in public operations. When the village headman and the headman have a term of office for 5 years, the headman and the headman tend to look after their group's interests. and advocacy groups rather than public interest. and if choosing a Kamnan how often the headman It will cause the rift to occur prominently.

From the review of such literature Reflecting on the importance of the village headman's role, the powers and duties of the village headmen were amended. The headman under the Local Administrative Act In addition, the government has also enacted various acts related to the village headman, who must be the one who upholds the law in accordance with his will. causing the powers and duties of the village headman to cover the way of life of people in villages, sub-districts, almost everything from birth to death Be it floods, rains, droughts, pests, thieves, etc., are all duties of the village headman, who has the status of an administrative officer. of the legal jurisdiction It is absolutely necessary that the governor The headman must study and understand the roles and duties assigned and be able to put them into practice. Have knowledge and ability in assigned tasks Without the sake of Amis Sinjaang, focusing on the people in the village as a location and equality There is an intention to develop the village to prosper in terms of economy, society, and political neutrality. must not fall under the jurisdiction of politicians but must be a good liaison with politicians There must be an integrated way of working. Mobilize cooperation from all parties for the benefit of the people and for the benefit of the nation. as a public figure When both good and bad things happen in one's village, the village headman is the first person in the village. always have to call have to devote themselves to the treatment of suffering and happiness for the people in the sub-district and village.

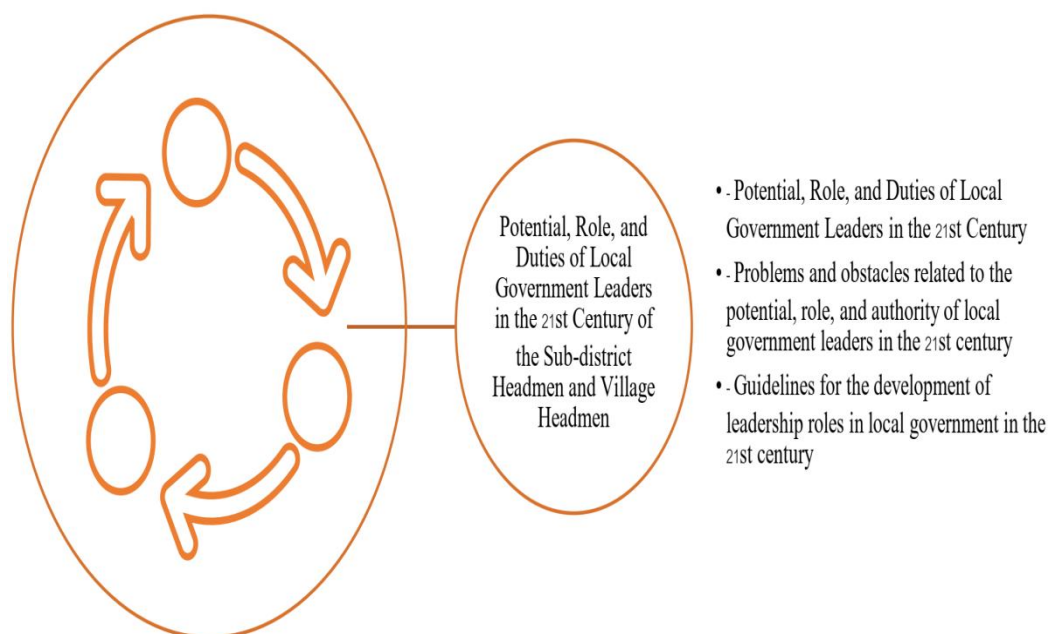


FIGURE 1
RESEARCH CONCEPTUAL FRAMEWORK

METHODOLOGY

The research study titled “Potential, Role, and Authority Local Government Leader in the 21st Century of Sub-district Headmen and Village Headmen, Roi Et Province”, is qualitative research with details as follows;

Study Method

Document Research: Aim to study and collect information from academic documents, research reports, articles, laws, regulations, ministerial regulations, and all relevant government books, textbooks, manuals, and documents defining practices of the Sub-district Headmen. and Village Headmen.

Indepth Interviewing : Aim to study the potential, roles, and duties of local government leaders in the 21st century of Sub-district Headmen and Village Headmen in Roi Et Province from a sample group.

Population and Sample

Population : The research population was in Roi Et Province. The research population was divided into 3 groups : 1) Sub-district Headmen and Village Headmen, 2) civil servants under the Department of Administrative Affairs, Ministry of Interior, and 3). Academics in Politics and Governance.

Sample : The key informants used in this research were purposive sampling from 44 populations in Roi Et Province as follows : (1) Sub-district Headmen and Village Headmen, 36 people. (2) Civil servants under Department of Administrative Affairs, Ministry of Interior, 6 people. (3) Academics in politics and administration, 2 people.

Sampling Method : Choosing a randomized method for in-person interviews, there are two methods of sampling;

1. Purposive Sampling : Government officials under the Department of Administrative Affairs, Ministry of Interior affiliated with 3 districts;1) Muang district, 2) Selaphum district, 3) Phon Thong district, Roi Et province, and 4) political and administrative scholar total of 8 people.

2. Purposive Sampling : 1) the Sub-district Headmen of 12 people, and 2) Village Headmen of 24 people, totaling 36 people.

Sample Features : The properties of the sample can be considered in two ways: (1). Sub-district Headmen and Village Headmen's qualifications are determined by awarding the Golden Tongs, the honorable mention, the work history, the service life. (2) The qualifications of academics in politics and government are determined by their research achievements, teaching experience, and academic position.

RESEARCH TOOLS

The research tool is the Indepth Interview, which provides a framework for analyzing the subject matter of the study which synthesizes the concepts, theories, and related research under the following key areas : (1) Part 1: The general status of the respondents is surveyed. (2) Chapter 2 : Contains 3 issues : 1) Potential, Role, and Duties of Local Government Leaders in the 21st Century of Sub-district Headmen and Village Headmen. 2) Issues, problems and obstacles, potential, role, and authority of local government leaders in the 21st century of Sub-district Headmen and Village Headmen. 3) Issues on the development of leadership roles of local government in the 21st century of Sub-district Headmen and Village Headmen. As well as the researcher, the interview form was used to determine the quality of the tools as follows : 1) The questionnaire was found with a consultant and made improvements according to the recommendations. 2) The revised interview form was brought to 3 experts to verify the consistency of the content.

DATA COLLECTION

Data Collection from Document Research

Methods for data collection from Document Research This is a qualitative study by collecting data from studies and analyzing academic papers, various writings, research papers, books, theses, articles, journals, publications. Including electronic publications which are information from various websites both domestically and internationally.

Collecting Information from Interviews

This section of the research study used direct interviews with those involved in directing and working with Sub-district Headmen and Village Headmen. the individual interviews consisted of (1) 3 Sheriffs, (2) 3 Bailiffs, (4) 12 Sub-district Headman, (5) 24 Village Heads, and (6) Two academics in politics and administration. This is to obtain information about the general condition and characteristics of the potential, roles, and authority that have actually worked and opinions useful for research.

DATA ANALYSIS

This research study was conducted with a qualitative research methodology, using Content Analysis and analyzing the data from the interviews by collecting ideas belonging to the samples obtained to obtain consistent and different opinions of each interviewee. and each item, then take the information to be used to answer questions in further research and to obtain the most facts in the study.

RESULTS

This research study has the following data analysis results:

Potential, Roles, and Duties of Local Government Leaders in the 21st Century of Sub-district Headmen and Village Headmen, Roi Et Province : Capabilities, roles, and duties of the Sub-district Headmen can be divided into three types as follows:

Characteristic 1 : Potential, Roles, and Duties by Legal Status : That is to say, the performance, role, and authority of the Sub-district Headmen and Village Headmen following the underlying laws that are directly related and specifically stipulated in the law. In other words, it is to carry out its mission as a local government official which must perform duties following the powers and duties stipulated in the Local Administrative Act 1914 is important

Characteristic 2 : Potential, Roles, and Duties as representatives of the state : That is to say the potential, roles, and other powers that the law has given powers, especially helping and supporting the work of government agencies or other government organizations that work in the area of their responsibility or work in other characteristics requested by government agencies.

Characteristic 3 : Potential, Roles, and Duties as Community Leaders : That is to show the potential, role, and authority as a community leader who has to take care of the health and suffering of the residents in their administration, as well as to help, facilitate Counseling, and admonishing the residents. This is to maintain order within the locality, as well as to mobilize cooperation in various activities for the common benefit of the community.

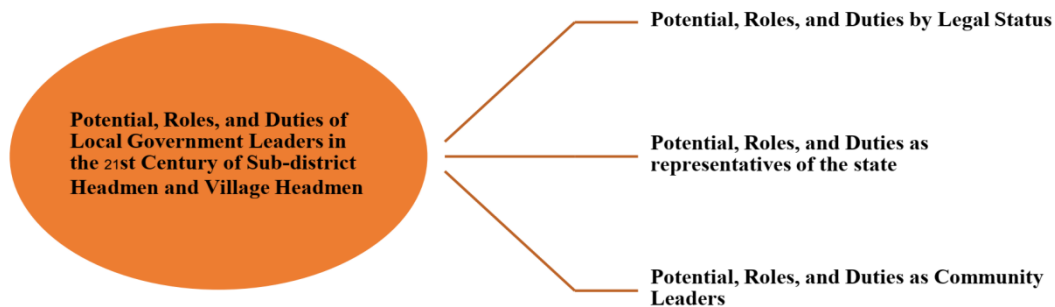


FIGURE2
POTENTIAL, ROLES, AND DUTIES OF LOCAL GOVERNMENT LEADERS IN THE 21ST CENTURY OF SUB-DISTRICT HEADMEN AND VILLAGE HEADMEN

Problems and obstacles related to the potential, roles, and authority of local government leaders in the 21st century of Sub-district Headmen and Village Headmen, Roi Et Province : found that it came from the change of the Local Administrative Act B.E. 1914 - present, details as shown in Table 1.

Table 1 SUMMARY OF CHANGES IN THE LOCAL ADMINISTRATIVE CHARACTERISTICS ACT, 1914 – PRESENT	
Original version	Revised list
1. Checking the qualifications before recruiting is the duty of the staff.	1. There is a committee to examine the qualifications of applicants to be elected as headmen rigorously and seriously, which are 1) Government officials, not more than 3 people 2) Citizens who have the right to vote at least 4 but not more than 7
2. Appointed by the provincial governor	2. Appointed by the district governor
3. Electing the Sub - district Headmen, requiring residents of the electoral	3. Election of the Sub-district Headmen, requiring that the village headman in the district meet with the district governor as the chairman

district to choose the village headmen who run for election.	of the selection of the village headman, if they cannot be agreed to vote secretly.
4. Term of office is 5 years.	4. Term of office up to the age of 60 in the manner of a government official
5. No performance appraisal	5. Performance evaluation is performed every 5 years.
6. The district governor is responsible for maintaining and maintaining public lands.	6. The district governor, together with the local government organization, is responsible for maintaining and maintaining public land.
7. Sub - district Headmen and Village Headmen cover all aspects of the locality.	7. Sub-district Headmen and Village Headmen have specific duties of security and maintaining public order and other duties as prescribed by law or ministries, bureaus, departments, provincial governors, district governor assigned.

Source : Compiled from the Local Administrative Characteristics Act 1914 (No. 9 - 11)

Guidelines for the development of potential, roles, and authority of governing leaders The 21st-century area of the Sub-district Headmen and Village Headmen, Roi Et Province: found the following guidelines ;

Table 2 GUIDELINES FOR THE DEVELOPMENT OF POTENTIAL	
Problems and obstacles	Development guidelines
Entry into a position of authority: The problem of entering the Sub-district Headmen is inappropriate, low compensation. The Sub-district Headmen and Village Headmen tenure issues as natural leaders must be accepted by all parties to select the Sub-district Headmen, Determine the headman to choose among themselves, which may result in a consensus, which may be influenced or through the purchase of votes.	- District and village committees should be set up to investigate behavior by requiring Sub-district Headmen and Village Headmen to report their duties every month and to participate in all official and village activities.
	- Should increase the compensation more than before because the duties in government and public are quite high to reduce the problem of corruption.
	- The people should choose the Sub-district Headmen instead of the village headman.
	The level of education should be set to provide people with knowledge in every field.
Performance according to roles and authority: Problems with the lack of time for the citizens to fully due to low wages must work to support the family, can lead to discouragement, lack of knowledge of the law, the lack of leadership of the Sub-district Headmen and Village Headmen.	- Sub-district Headmen and Village Headmen must have integrity, ethics, and political neutrality, leadership and mental and physical readiness, sacrifice in taking care of the welfare of the people
	The performance of duties must be carried out in both the formal role established by law and the natural leadership role that is of a public mind.
Holding a position as a member of a local government organization	- the Sub-district Headmen and Village Headmen should be able to apply for membership in the local government. without resignation
	- There should be a centralized assessment committee because there will be no personal acquaintance, including government officials and local residents.
	- Assessments will therefore be more neutral and transparent.
	- Should provide training for the knowledge of relevant laws

	<ul style="list-style-type: none"> - The Sub-district Headmen and Village Chiefs should be increased to make them work with strength. - Should take care of the community, build unity, must inform the public regularly - the Sub-district Headmen and the headman should have leadership, enthusiasm for governing the villagers.
<p>Termination of tenure : The evaluation process may be indecisive, there are no clear criteria that may help one another, if there is assistance, the assessment will be less transparent and unfair, and staying in office for too long can be an influence.</p>	<ul style="list-style-type: none"> - There should be a clear evaluation system that can be checked by all parties. - Should add clear penalties, in case of Sub-district Headmen and Village Headmen are intentional offenders such as being drug dealers, malpractice, buying votes, gambling, etc. - The position of the Sub-district Headmen, should stipulate that citizens have the right to vote to stay if they reach 60 years of age. - Should be chosen by the people and should be in the next position It may be a term of 5 years / 8 years, but the performance of duties and results must be clear and concrete.

DISCUSSION

This research study found interesting issues were discussed as follows :

Potential, Roles and Duties of Sub-district Headmen and Village Headmen in the 21st Century, Roi Et Province

Following the amendments and amendments to the Local Administrative Law in 1932, to the present, the Sub-district Headmen and Village Headmen serve as sheriff aids and government officials working in the field of public order and internal security. Reduce the duty that the local area can perform by itself to the duty of the local government organization the amendments to the aforementioned capacity, roles, and mandates will allow citizens to be better served by the state through the Sub-district Headmen and Village Headmen. Because the Sub-district Headmen and Village Headmen are natural leaders, acting as a liaison between the provincial government, district, village, and local government, and as a mediator who acts as a mediator, compromise and manages conflicts in the area, is responsible for the welfare of the people, is the closest person to the people. Sometimes when there is a serious incident or in situations where the government cannot quickly descend into the area, the Sub-district Headmen and the village headman also co-ordinate public affairs and direct the public's problems to the government to resolve the issue. which is consistent with the research of Songkhram Korsutthitheerakun (1998) A research study titled “Local Development in the Functions of the Sub-district Headmen and Village Headmen” indicated that the Sub-district Headmen and Village Headmen system has been invaluable since ancient times, which has been in existence since the Sukhothai period. The establishment of the Sub-district Headmen and Village Headmen in the reign of King Rama V relied on the same structures as a guideline for the establishment, which made the people understand and were very useful in the administration which was the true purpose of the government to Provide village and sub-district level rulers who are skilled in the village to govern and take care of the villagers to make them feel as comfortable as possible. Sub-district Headmen and Village Headmen are the main bureaucratic engines as they are truly leaders in rural development, but the government needs to upgrade the

skills of the Sub-district Headmen and Village Headmen to be able to carry out their mission effectively according to the growth of the country

Problems and Obstacles Related to the Potential, Roles, and Authority of Local Government Leaders in the 21st Century of Sub-District Headmen and Village Headmen, Roi Et Province

The amendment and amendment of the 1932 Local Administrative Law to the present changed the structure of entry into the Sub-district Headmen and Headmen. In particular, there is currently a committee to review the qualifications of the candidates to be elected as Sub-district Headmen and Village Headmen to check the qualifications and prohibitions of candidates to be elected as headmen, which expects the people to participate with the government officials in selecting persons with appropriate behavior to get good people with no detrimental history, no gangly behavior, influencing, illegal or drug-related behavior hold a position. Including serving as a board member or informant to the Sub-district Headmen and Village Headmen Performance Assessment Committee, most of the respondents agreed that it is appropriate that the examination by citizens who have known habits Behavior and personal history of applicants better than the official will reduce resistance, complaints. According to the concept of people's participation in politics of Jantana Suttijaree (2001) said that "public participation increases the quality of decision-making, reduces political dissent and ensures the legitimacy of decision-making." Therefore, the researcher has considered the issue of using the Local Administrative Act (No. 11) 2551, that is, does not cause real participation from the people because of the determination of a committee to examine the qualifications of those who will be elected. It is a Sub-district Headmen and Village Headmen from a small group (4 -7 people). These can be biased or influenced by groups and in regards to entry into the Sub-district Headmen, which the village headman in the sub-district chose among themselves, which directly restricted the rights of the people in the sub-district, which was a contradiction to the idea of people's political participation.

Guidelines for the Development of Potential, Roles, and Authority of Governing Leaders the 21st-century area of the Sub-district Headmen and Village Headmen, Roi Et Province

"Tenure of Sub-district Headmen and Village Headmen until the age of **60**" That is to say, to create morale for the incumbent, to make the work continuity, able to solve problems quickly, because of the experience of working. However, holding office until the age of 60 may cost the state a good and knowledgeable person, since some Sub-district Headmen and Village Headmen can perform well and productively even at the age of 60, it should be renewed. Moreover, frequent elections can cause divisions within the village. This is consistent with the research of Vuttipong Jaturat (1995) The person who studied the term of office for 5 years said that "The more often Sub-district Headmen and Village Headmen are chosen; the more divisions arise." The researcher saw that the village headman's selection came from a small group of societies within a village, compared to other elections, the candidates had close relatives, friends, and acquaintances choosing among themselves normally. However, it may be seen as a division, but in reality, most of the people elected as the headman can do a good job and the whole village has to accept the democratic voting results. Consequently, the rift arises only on the day of the vote and from the misbehavior of the incumbent.

"Tenure until the age of **60**" That is to say, it saves the state budget from having to hold elections frequently. As for the issue of duties of Sub-district Headmen and Village Headmen will be more flexible and able to help the provincial government well because they have more work experience, especially at present there is a reduction in the rate of civil servants of the Department of Provincial Administration, the district Headmen and Village Headmen, who will serve as the sheriff's assistant and assist other government agencies. This is a good and

appropriate thing to help accomplish the urgent tasks of the government, such as solving drug problems, problems of public order, and solving poverty. Including the gathering of masses to express loyalty to the nation, religion, king, and create reconciliation and unity of the people in the nation.

“Sub-district Headmen and Village Headmen Compensation Increase” In other words, Sub-district Headmen and Village Headmen in modern times have the same economic problems as the general public and have largely become the base of politicians because they can convince people to believe and guide elections. Each government compensation increase acts as a political promise that will be the basis for that government, where Sub-district Headmen and Village Headmen will continually negotiate their compensation. In the past, the candidates for the Sub-district Headmen and Village Headmen had to be people who were respected by the people, powerful, prestige, and is a person of reasonable wealth who can give dependence from the people in the village. Being appointed to the office is a pride for that person and his family, and coming into office must be based on voluntary and sacrifice because he must be able to do his duty 24 hours a day, especially when the people call or There is an urgent government or emergency situation that can solve all problems for the people. Therefore, the position of the Sub-district Headmen and Village Headmen is also a position that can bring power and prestige to the titleholder as well. Consequently, Sub-district Headmen and Village Headmen should be prouder of the dignity of their duties than the consideration of compensation.

New Knowledge Synthesis

The results Research on “Potentials, Roles, and Duties of Local Government Leaders in the 21st Century of Sub-district Headmen and Village Headmen, Roi Et Province”. The researcher has new knowledge findings that should be presented in 3 areas.

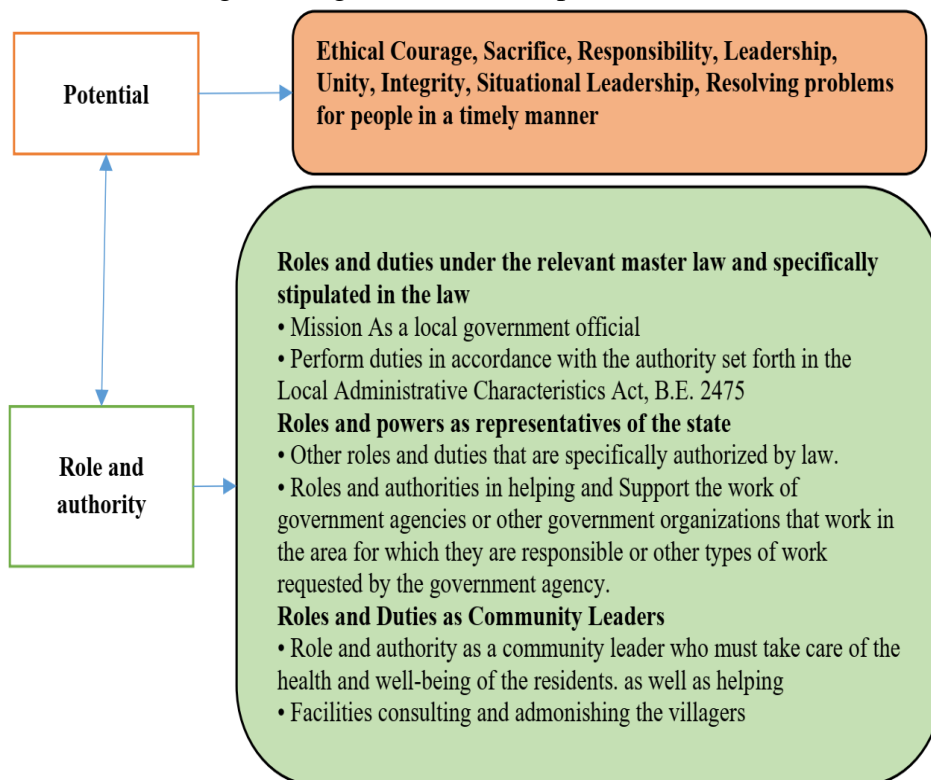


FIGURE 3
MODEL OF POTENTIAL, ROLES, AND DUTIES OF LOCAL ADMINISTRATIVE LEADERS IN THE 21ST CENTURY OF SUB-DISTRICT HEADMEN AND VILLAGE HEADMEN, ROI ET PROVINCE
RECOMMENDATION

Results Research Recommendations

- 1 Performance appraisals should only be a tool for retiring as they may deprive the Sub-district Headmen and Village Headmen of morale.
- 2 The sub-district Headmen and Village Headmen should prioritize compensation as a reward for the performance of duties, being a respected leader of the village people in the subdistrict rather than as an integral part of their livelihood.
- 3 Reduce the role of the Sub-district Headmen and Village Headmen to be only the workload that is not redundant with other departments in the area, especially the work that is redundant with the Subdistrict Administrative Organization (SAO).
- 4 Based on the history, prestige, and prestige of the Sub-district Headmen and Village Headmen Institute, as village heads, community leaders are the main mechanisms and important intermediaries for coordinating village and district people to solve problems as well as being an intermediary in presenting problems from the villagers in the area to the responsible agencies. The salary rate should be increased accordingly because although the legal responsibility is reduced, the role and social work of the Sub-district Headmen and Village Headmen remain.

Therefore, the increase in remuneration rates is adjusted to suit the circumstances and dignity of the Sub-district Headmen and Village Headmen as consultants. Leaders and leaders of the community. However, any adjustments to the additional compensation should be considered appropriate, for example, it may be in the form of benefits or other privileges rather than the amount.

Recommendations for the Next Research Study

1. Should increase the scope of research areas in different districts to obtain more comprehensive data.
2. Should increase the selection of samples group by other methods to obtain more diverse data.

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