

A Collaborative Model of Citizen and Local Government on The New Public Service Concept

Apirat Sudthongkong^a, Krish Rugchatjaroen^b, ^{a,b}Faculty of Social Sciences and Humanities Mahidol University, 999 Phuttamonthon 4 Road, Salaya, Nakhon Pathom, 73170, Email address: ^aapirat.sudthongkong@gmail.com, ^bkrishphd@live.com

This research aimed at studying a model of the collaboration of the public sector and local government organisations in terms of how they are able to organize a new public service concept with regard to natural resources and environmental management. The research results are: (1) the participatory process and citizenship of society with supportive leaders both have a positive influence on the collaboration in administration under good governance, the good characteristics of citizenship, and strengthening the role of citizens in a democratic society; (2) the participatory process and citizenship of society with supportive leaders both have no direct positive influence on policy implementation by engaging and collaborating with all sectors to develop the organisation, but there is an indirect influence through the collaboration in administration under good governance; (3) the collaboration in administration under good governance has a positive influence between the good characteristics of citizenship and citizens in a democratic society; (4) the collaboration in administration under good governance has a direct positive influence on policy implementation by engaging and collaborating with all sectors to develop the organisation; and (5) the good characteristics of citizenship have a positive influence on strengthening the role of citizens in a democratic society.

Key words: *public sector, leadership, citizenship, democratic society.*



Introduction

New public management (NPM) is an idea based on encouraging the use of market mechanisms together with the concept of managerialism (Sirisamphan, 2004). New public service (NPS) is a critical concept relating to the NPM concept that was first proposed by Denhardt and Denhardt (2000). It can be concluded that the NPS concept consists of concepts that focus on interaction between government and the public. The government needs to be ready to provide public services and support people as the public sector is essentially seen as an owner of the government sector. The NPS concept is based on the following concepts: (1) Democratic citizenship; (2) Model of community and civil society; (3) Organisational humanism and new public administration' and (4) Postmodern public administration. In Thailand, applying the NPS concept to government administration is not yet evident as the administrative structure is centralised and not conducive in implementing the NPS concept. In addition, local government organisations in Thailand have not been decentralised in terms of authority, human resources, and budget due to legal requirements. However, some local government organisations that have a close relationship with the public sector can apply the NPS concept in order to achieve concrete results, especially public service provisions with regard to natural resource and environmental management. This research is conducted using both quantitative and qualitative research methods in consideration of the NPS concept as prescribed by Janet V. Denhardt and Robert B. Denhardt (as the main subject) together with other related concepts and theories, including relevant quantitative and qualitative results. The researcher then established important elements and looks at the influence line between each element for the research hypothesis in order to analyse the causal relationship between the public sector and local government organisations in terms of how they are able to organize the NPS concept with regard to natural resources and environmental management.

Literature Review

An important principle of the NPM concept is to focus on professional management, clear objectives in the form of key performance indicators (KPI) and organisation structure, and work system improvements to be small, compact, flexible, and efficient, including having modern management, applying private sector management, and utilising a contestability system for organising public services (Hood, 1991). Thailand started to use the NPM concept in public administration in adherence with the Royal Decree on Criteria and Procedures for Good Governance, B.E. 2546 (2003). However, while Thailand has applied the NPM concept over the past years, there is have been no concrete results. According to a government effectiveness measurement from the World Bank whereby an index of -2.5 indicates poor effectiveness and 2.5 indicates strong effectiveness, Thailand had a score of 0.37 in 2003. The highest score the country reached was 0.45 in 2006; the lowest score was 0.19 in 2010; and the score in 2017 was 0.38



(World Bank, 2019). From this it can be seen that applying the NPM concept in Thailand has not created any clear effectiveness. According to the criticism of Haque (2005), nowadays, both developed and developing countries have seen both results of the success and failure when implementing the NPM concept. These different results reflect the fact that the application of NPM concept is not appropriate for all contexts (One Size Fits All). For developing countries, it is even more challenging to apply the NPM concept successfully. Besides, other scholars believe that the NPM concept causes the government to disregard the importance of people's citizenship. For example, Denhardt and Denhardt (2008) were of the view that the NPM concept has changed the perspective in terms of how people are seen as "customers", which lowers the status of people to be just consumers who are paying to receive services. In addition, Chuebuayen (2014) proposed that when applying the NPM concept, particularly with regard to encouraging government officials to have an entrepreneurial spirit and promoting the competition to expand the capabilities of the government sectors, the people are still just seen as customers who are waiting to receive services from the government, regardless. Consequently, the public, feels that their role in society is inferior as their role is limited to simply waiting for services and they do not have the power to examine and criticise the government operations.

Denhardt and Denhardt (2007) then proposed the NPS concept, which focuses on citizenship and allows the government to better respond to the needs of the people. This concept consists of 7 components: (1) Serving "citizens", not "customers"; (2) Seeking the public interest; (3) Placing value on citizenship over entrepreneurship; (4) Thinking strategically and acting democratically; (5) Recognising that accountability is a complex notion; (6) Serving rather than steering; and (7) Valuing people, not just in terms of their productivity. For problems associated with natural resources and environmental management in Thailand, the country has seen steady changes since the 1st National Economic and Social Development Plan B.E. 2504 (1961) was implemented. This development policy of Thailand focused on catalysing economic growth, including promoting investment and developing infrastructure. It requires the use of natural resources from the government's concession to the private sector, such as minerals and materials taken from forests, as well. This includes a focus on the development of industrial growth that promotes consuming freely, which is an incentive to use natural resources rapidly. It can be seen from the amount of total forest area in Thailand, which decreased continuously from 53.33% of land area in 1961 to the lowest in 1998 at 25.28%. The situation has improved since a new policy was implemented to stop concessions and promote the increase of forest area, which subsequently comprised 31.68% of the land in Thailand in 2018 (Royal Forest Department, 2019). For marine resources, the development of the country relies somewhat on the consumption of these resources as the industry grows. When looking at the Catch Per Unit Effort (CPUE) (Unit: kilogram/hour) in the Gulf of Thailand, it can be seen that it has decreased continuously from 298 kg/h in 1960 to 11.73 kg/h in 2018 (Marine Fisheries Research and Development Division, 2018). Since the Thai government



has a centralised government structure, they have a tendency of not listening to the needs of the people nor do they properly understand the way of life which is essential for legislating effective policies, laws, and regulations. As a result, the country has witnessed a depletion of natural resources and harmful effects on the environment. Ultimately, there would be little or no resources left for local people to use and people would also be blocked from accessing resources in their communities, affecting the traditional way of life of the people. Local government organisations in Thailand need to work closely with local people and enact laws that can support people in the areas that do not have sufficient knowledge and ability to manage natural resources and the environment. It can be seen from the results of the study of Tassanakunlapan (2012), local government organisations do not have the necessary expertise in managing environmental problems in technical and legal ways. A lot of academic staff lack the knowledge to support the wider mission, as well.

Methodology

Study Area

The three study areas are:

(1) Tha Sala Subdistrict Administrative Organisation area in Tha Sala District, Nakhon Si Thammarat Province. There is local fishery and motherland conservation groups from Tha Sala district and the Tha Sala provincial administrative organisation that launched a local legal code about sustainable conservation and how to gain benefits from marine and seashore resources in 2009. Its aim is to rehabilitate and conserve marine resources in order to restore and control the usable areas in Tha Sala Bay, including coastal fishing, which is the main occupation of local people in the area.

(2) Mae Tha Subdistrict Administrative Organisation area in Mae On District, Chiang Mai Province. The Mae Tha Institution of Natural Resources and Agricultural Sustainable Development from Mae Tha subdistrict with the Mae Tha provincial administrative organisation launched a local legal code concerning the organisation of community forests in Mae Tha subdistrict in 2007 with the aim of becoming a system that can be used to organise and distribute rights to gaining benefits from the national forest area. This was one of the methods used to conserve and develop the community that encouraged local people to be part owners and to raise awareness of conservation and sustainable use of resources.

(3) Lham Klat Subdistrict Administrative Organisation area in Mueang Trat District, Trat Province. The Natural Resources and Village Seashore Conservation Club from Lham Klad



subdistrict with the provincial administrative organisation launched a local legal code prohibiting the use of some types of fishery tools in restricted areas with the aim of also conserving white shells, which are the main revenue of the citizens in the area. This was enacted in 2007.

Samples

According to structural equation modeling (SEM) analysis as per Hair et al. (2010), it was proposed that the sample size (i.e. the number of people) used in the research should be 10 - 20 times the number of variables observed in that research; there are 40 observable variables and the appropriate and sufficient sample size should be at least 10 times this. Therefore, the sample size is equal to 400 samples which will be done by selecting the purposive sampling from members of public sector organisations that have the necessary knowledge and understanding of the operation together with the local government organisations. The qualitative research samples selected by purposive sampling from the population in the study area are 20 people in total, consisting of local administrators, community leaders, and group leaders.

Study Instrument

SEM analysis with SPSS AMOS Version 22 is a technique for analysing the hypothesis between multiple latent variables at the same time by establishing how well a model fits according to Hair et al. (2010); this is in order to test the model's consistency with the empirical data. According to the conditions of Hair, it is specified that the observable variables are to be more than or equal to 30 variables with more than 250 samples. The consistency index of the model should be as follows: (1) Chi-Square (χ^2) statistic must have a p value with a statistical significance at $p < 0.05$; (2) Comparative fit index (CFI) must be between 0 and 1 and must be greater than 0.92; (3) Standardised root mean squared residual (SRMR), which ranges from 0 and 1, must be 0.8 or less; and (4) Root mean square error of approximation (RMSEA) must be less than 0.07.

Modification indices (M.I) shows the M.I result from the covariances table in order to adjust the elements to meet certain criteria and to be consistent with the empirical data. The method of adjusting the elements is carried out using the pair that the program finds to have the maximum error value one by one respectively. Then, it will be re-analysed and the elements will be adjusted until they are consistent with the empirical data by connecting a double-headed arrow line between the pair that has the maximum M.I. because adding arrow lines can increase the parameter result and decrease the df . When the df is decreased, it will make the statistics more accurate (Silpcharu, 2012).

Research Hypothesis Determination

For the hypothesis of the research “A collaborative model of citizen and local government on the NPS concept: natural resources and environmental management”, the researcher determined the influence line between latent variables whereby each line must have supporting qualitative results and at least 2 supporting concepts and theories. The influence line is as shown in Figure 1. The influence lines between the latent variables consist of the related concepts and theories, which are as follows:

The 1st hypothesis: Participatory process and citizenship of society with supportive leaders both have a positive influence on collaboration in administration under good governance. The supporting concepts and theories are: (1) Principles of administrative collaboration (Ansell & Gash, 2008), and (2) The importance of governance (Denhardt & Denhardt, 2007).

The 2nd hypothesis participatory process and citizenship of society with supportive leaders both have a positive influence on good characteristics of citizenship. The supporting concepts and theories are: (1) Definition of public participation (Lisk, 1985), and (2) Types of Citizenship (Westheimer & Kahne, 2004).

The 3rd hypothesis: Participatory process and citizenship of society with supportive leaders both have a positive influence in terms of improving the role of citizens in a democratic society. The supporting concepts and theories are: (1) Suggestions for improving education to create citizenship (Siridhrungsri, 2017), and (2) Types of citizenship (Westheimer & Kahne, 2004).

The 4th hypothesis: Collaboration in administration under good governance has a positive influence on good characteristics of citizenship. The supporting concepts and theories are: (1) Expectations of citizens (Carlson & Schwarz, 1995), and (2) Citizenship in promoting government administration (Tupmongkol, 2014).

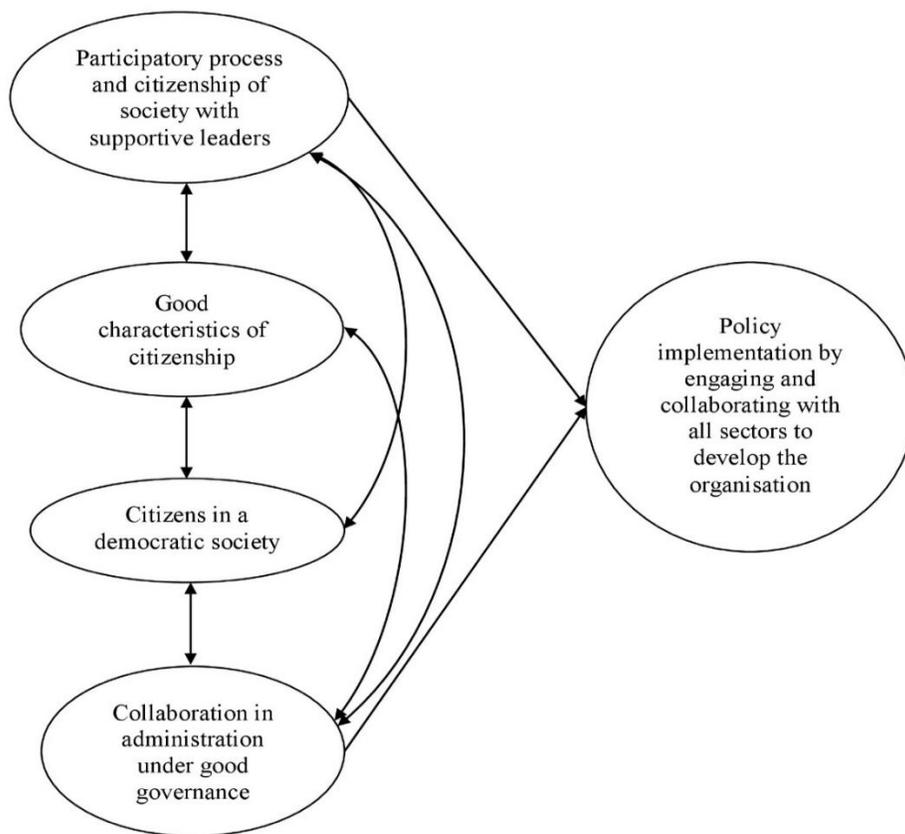
The 5th hypothesis: Collaboration in administration under good governance has a positive influence on improving the role of citizens in a democratic society. The supporting concepts and theories are: (1) Expectations of good governance (Cheema, 2005), and (2) Good governance is a factor that enhances democracy (Kwancharoen, n.d.).

The 6th hypothesis: Good characteristics of citizenship have a positive on improving strengthening the role of citizens in a democratic society. The supporting concepts and theories are: (1) Good characteristics of citizenship (Chanchai, 2017), and (2) Democratic behavior (Dewey, 1976).

The 7th hypothesis: Participatory process and citizenship of society with supportive leaders both have a direct positive influence on policy implementation by engaging and collaborating with all sectors to develop the organisation. The supporting concepts and theories are: (1) Model of organisation development in policy implementation (Chantarasorn & Phatthranarakun, 1998), and (2) Factors affecting the success of policy implementation (Berman & McLaughlin, 1978).

The 8th hypothesis: Collaboration in administration under good governance has a direct positive influence on policy implementation by engaging and collaborating with all sectors to develop the organisation. The supporting concepts and theories are: (1) Conditions and factors affecting the success of policy implementation (Chantarasorn, 2005), and (2) Interaction models between factors that influence policy implementation (Edwards, 1980).

Figure 1: The hypothesis of the research “A collaborative model of citizen and local government on the NPS concept: natural resources and environmental management.”



↔ means the statistically significant influence lines with that have share the same influence.

→ means the statistically significant influence lines.

Results

The hypothesis test results answered the research objectives in the analysis of causal relationships in “A collaborative model of citizen and local government on the NPS concept: natural resources and environmental management.” The analysis was conducted using SPSS AMOS Version 22 with hypothesis testing between 5 latent variables and 33 observable variables, determining the consistency index of the model as follows: (1) χ^2 , p with a statistical significance at $p < 0.05$; (2). CFI higher than 0.92; (3) SRMR equal to 0.8 or less; and (4) RMSEA less than 0.07. It was found in the hypothesis testing that R^2 of the latent variables was equal to 0.51 or 51 percent, which can explain the latent variables of the policy implementation by engaging and collaborating with all sectors for organisational development and the indices shown on the model that did not meet the criteria were CFI and RMSEA. Therefore, the model requires further modification to make it appropriate for use and corresponding with the empirical data by taking into consideration the recommendations to adjust the parameters with M.I to the highest M.I (Silpcharu, 2012). To adjust the model, the errors were connected 42 times until it was deemed suitable and fitted with the empirical data, according to the criteria specified in Table 1.

Table 1: shows the Goodness of fit index (GFI) of the model before and after adjustment.

Index	Criteria	Before adjusting		After adjusting	
		Statistics	Result	Statistics	Result
χ^2	Statistical significance of 0.05 ($p < 0.05$)	$p = 0.000$	Pass	$p = 0.000$	Pass
CFI	> 0.92	0.844	Fail	0.920	Pass
SRMR	< 0.08	0.0697	Pass	0.0551	Pass
RMSEA	< 0.07	0.075	Fail	0.056	Pass

It was found in the hypothesis testing after adjusting the model that R^2 of the latent variables was equal to 0.51 or 51 percent which can explain the latent variables of the policy implementation by engaging and collaborating with all sectors for organisational development as shown in Figure 2.

Figure 2 can be used to explain the consistency of the measurement model of each latent variable after adjusting the model. Those 33 observable variables in the measurement model under 5 latent variables can be explained as follows:

1. The latent variables of the participatory process and citizenship of society with supportive leaders consist of 11 observed variables. The Estimates in the column of the Standardised Regression Weights are between 0.514 – 0.747. The R^2 values are between 0.264 - 0.559.

2. The latent variables of the collaboration in administration under good governance consist of 10 observed variables. The Estimates in the column of the Standardised Regression Weights are between 0.628 - 0.788. The R^2 values are between 0.395 - 0.621.
3. The latent variables of the policy implementation by engaging and collaborating with all sectors for organisational development consist of 6 observed variables. The Estimates in the column of the Standardised Regression Weights are between 0.647 - 0.786. The R^2 values are between 0.324 – 0.617.
4. The latent variables of the good characteristics of citizenship consist of 3 observed variables. The Estimates in the column of the Standardised Regression Weights are between 0.603 - 0.744. The R^2 values are between 0.363 - 0.553.
5. The latent variables of the citizens in a democratic society consist of 3 observed variables. The Estimates in the column of the Standardised Regression Weights are between 0.668 - 0.787. The R^2 values are between 0.446 - 0.619.

In addition, the analysis can be explained in response to the hypothesis of the research “A collaborative model of citizen and local government on the NPS concept: natural resources and environmental management” as shown in Figure 2.

The 1st hypothesis: Participatory process and citizenship of society with supportive leaders both have a positive influence on collaboration in administration under good governance. It was found that this result is in accordance with the research hypothesis with a statistical significance at 0.001, where the value shown on the influence line equal to 0.855.

The 2nd hypothesis: Participatory process and citizenship of society with supportive leaders both have a positive influence on good characteristics of citizenship. It was found that this result is in accordance with the research hypothesis with a statistical significance at 0.001, where the value shown on the influence line is equal to 0.618.

The 3rd hypothesis: Participatory process and citizenship of society with supportive leaders both have a positive influence in terms of improving the role of citizens in a democratic society. It was found that this result is in accordance with the research hypothesis with a statistical significance at 0.001, where the value shown on the influence line is equal to 0.624.

The 4th hypothesis: Collaboration in administration under good governance has a positive influence on good characteristics of citizenship. It was found that this result is in accordance with the research hypothesis with a statistical significance at 0.001, where the value shown on the influence line is equal to 0.672.

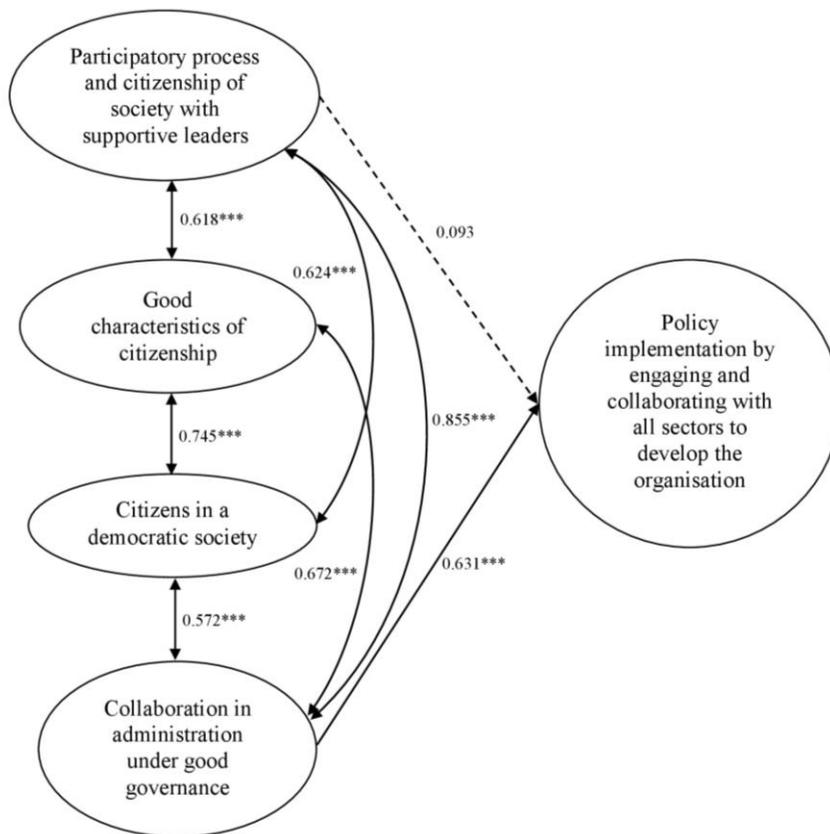
The 5th hypothesis: Collaboration in administration under good governance has a positive influence on improving the role of citizens in a democratic society. It was found that this result is in accordance with the research hypothesis with a statistical significance at 0.001, where the value shown on the influence line is equal to 0.572.

The 6th hypothesis: Good characteristics of citizenship have a positive influence on strengthening the role of citizens in a democratic society. It was found that this result is in accordance with the research hypothesis with a statistical significance at 0.001, where the value shown on the influence line is equal to 0.745.

The 7th hypothesis: Participation and citizenship of society with supportive leaders both have a direct positive influence on policy implementation by engaging and collaborating with all sectors to develop the organisation. It was found that this result is not in accordance with the research hypothesis with a statistical significance at 0.001, where the value shown on the influence line is equal to 0.093.

The 8th hypothesis: Collaboration in administration under good governance has a direct positive influence on policy implementation by engaging and collaborating with all sectors to develop the organisation. It was found that this result is in accordance with the research hypothesis with a statistical significance at 0.001, where the value shown on the influence line is equal to 0.631

Figure 2: shows the influence between variables of the “A collaborative model of citizen and local government on the NPS concept: natural resources and environmental management.”





*** means the statistical significance level at 0.001 ($p < 0.001$)

↔ means the statistically significant influence lines that share the same influence.

→ means the statistically significant influence lines.

↔ means the influence lines with no statistical significance.

Discussion and Conclusion

This research is a combined qualitative and quantitative study aimed at studying a model of the collaboration of the public sector and local government organisations in terms of how they are able to organise the NPS concept with regard to natural resources and environmental management. There are 3 study areas for doing a qualitative study of 5-8 people of each area in order to study the consistency with the concepts and theories and a quantitative study of a sample group of 400 people. The SEM analysis with hypothesis testing between 5 latent variables, namely (1) Participatory process and citizenship of society with supportive leaders. (2) Collaboration in administration under good governance. (3) Policy implementation by engaging and collaborating with all sectors for organisational development. (4) Good characteristics of citizenship, and (5) Citizens in a democratic society. Together with 33 observable variables which are in accordance with the developed research hypothesis, it was found that the predictive coefficient of the observed variable is between 0.514 - 0.788 and the predictive coefficient of the latent variable is 0.51 or 51 percent. Therefore, the model is fit with empirical data at the significance level of 0.05 ($p < 0.05$) with the $\chi^2 = 0.000$, the CFI index = 0.920, the SRMR index = 0.0551, and the RMSEA index = 0.056.

According to the research results, the participatory process and citizenship of society with supportive leaders both have a positive influence on the collaboration in administration under good governance, the good characteristics of citizenship, and strengthening the role of citizens in a democratic society. Since the leaders and local government organisations in the area are determined in their administration efforts with good governance, the consequence gives a concrete result, giving the people an expectation of community development if they get involved. Combined with leaders and local government organisations providing opportunities for the people to participate in various activities, these actions strengthen the public sector, fostering a spirit of citizenship. When both the local government organisations and the public sector are strong enough and participate in various activities within the community, such activities can happen as a result of exchanging ideas and making compromises with regard to having a consensus which enables them to create the activities or enact the appropriate policies that they want.

From this point, many activities or policies will, therefore, be passed to local administrative organisations or relevant government sector entities, which, in turn, supports concrete practical



results. This is in line with the NPS concept as suggested by Denhardt and Denhardt (2003) whereby the government has to serve rather than to steer with shared, value-based leadership in helping people to join and create mutual benefits. According to Legas (2015), it is suggested that leaders are responsible for meeting the needs of groups of people through the process of stakeholder participation to achieve the consensus. Such consensus is can be viewed as the starting point and is an important foundation of good governance. The exchange of different opinions is a reflection of the extensive participation in the particular subject of interest and results in various the formulation of policies or processes that the group wants.

In addition, both the participatory process and citizenship of society with supportive leaders both have no direct positive influence on policy implementation by engaging and collaborating with all sectors to develop the organisation, but there is an indirect influence through the collaboration in administration under good governance. In the study area, the public sector has participated in various activities in the community with supportive leaders and local administrative organisations which play a role in educating and encouraging participation. However, the community itself does not consist only of community leaders, local government organisations and the public sectors; there are other sectors to consider as well. Therefore, it is difficult for all sectors to be involved and/or support the implementation of all policies together. As Siroros (1997) stated, in a society with a structure that is influenced by people's power and various powerful benefit groups, public policy established by the government will be compromised with these social sectors.

In addition, the collaboration in administration under good governance has a positive influence between good characteristics of citizenship and citizens in a democratic society. Due to successful participation, the public sector realises that they are part of the community and are eager to participate in various activities to improve the community. These citizens need the government sector that has good governance to provide opportunities for the public sector to join in with and contribute to the matters that the public sectors are unable to operate themselves. Therefore, good governance in the government sector is like cultivating awareness of rights and duties, including democracy in people's minds. Kaufmann et al. (2007) developed an index for measuring good governance in various countries around the world whereby the indices are related to citizenship measurement; it was proposed that, in countries with good governance, citizens should have a voice and accountability in terms of their rights in aspects concerning politics, citizenship and humanity. As can be seen, good governance in all sectors will also positively affect citizenship in society.

The collaboration in administration under good governance has a direct positive influence on policy implementation by engaging and collaborating with all sectors to develop organisations. Although people who have citizenship participate in various activities with supportive leaders to



educate and strengthen participation, including creating partnerships with various sectors, it is difficult for the public sector to implement group policies with collaboration from all sectors. Since success takes place in different contexts in society, collaboration requires different processes. For example, in the study area in which leaders tend to highlight the needs of members to the government, they are able to transform such requirements into public policy. From the case study, it can be seen that the successful implementation of policy is influenced by the participation of the public sector together with supportive leaders, as well.

North (1991) proposed that political regime (by the regime itself) does not have a direct impact on public policy but the political regime encourages or enables the stakeholders to participate in the formulation and implementation of public policy. This is because the political regime can be compared to the rules of a game or constraints with which members of the society must agree for determining the nature of the interaction of people in society.

Additionally, good characteristics of citizenship have a positive influence on strengthening the role of citizens in a democratic society. Citizens have had the chance to cultivate their citizenship thanks to opportunities to participate in various processes, to share opinions, and to find a consensus together. This also helps to strengthen citizens' awareness of democratic rights and duties. As Denhardt and Denhardt (2007) proposed, there are 3 expectations of citizens in democracy in participation, namely: (1) The belief that the awakening of participation is a good political result. Such results have implications in terms of the decisions of all people or groups of people in order to create norms within democracy; (2) Participation will fulfil "The goal of democracy". This is about creating rules and making decisions that provide the highest degree of satisfaction in terms of the benefits of citizens. Also, it's about expanding the results of extensive participation in citizen activities and the guarantee of the response of individuals and associations from the government sector. It also protects the needs of people from threats (Thompson, 1970); and (3) Participation in democracy increases the legitimacy of the government. Also, people will have more opportunities to participate in decision-making to support their decisions and follow those decisions.

Policy Suggestions

The researcher has suggested to develop a collaborative model of citizen and local government on the NPS concept: natural resources and environmental management by making the following suggestions.

1. Local government organisations should act to promote and support the activities of the public sector in terms of encouraging participation, aggregation, and group operations, including bringing the needs of the people to take action as public policy.



2. Local government organisations should be open for accepting opinions and pay more attention to the public sector, including collaborating with the public sector by adhering to the maximum benefit of society.
3. Local government organisations should take individual differences into account and work with the public sector in a flexible and informal manner, as well as reducing government procedures and cooperating continuously in order to make the collaboration become a public policy that the public sector needs.
4. Local government organisations should communicate with the public sector so as to become more clear about various processes such as forms, goals, success, and the complexity of certain operations. This enables the people to understand and receive opportunities to collaborate with local administrative organisations.
5. To foster collaboration between the public sector and local government organisations, the public sector should be based on trust, whether this is in the public sector themselves, in the private sector, or in the government sector. There should be a process in place that allows people to participate in extensive discussions and decision-making.
6. To foster collaboration between the public sector and local government organisations, community leaders should play a key role in the public sector by creating inspiration, motivation, and a sense of reliability in their leaders, including demonstrating various development guidelines by encouraging people to exchange ideas in various activities thoroughly.



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